

FY 2001 RESULTS REPORT

The attached results information is from the FY 2001 Results Review (R2) for USAID Namibia and was assembled and analyzed jointly by the USAID Mission, representatives of the Government of the Republic of Namibia and the Missions implementing partners at the Annual Mission Program Management Reviews.



**USAID Namibia
MARCH 1999**

The R2 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from John Beed, Program Officer, USAID Namibia.

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Please Note:

The attached RESULTS INFORMATION ("R2") is from the FY 2001 Results Review and Resource Request ("R4"), and was assembled and analyzed by the country or USAID operating unit identified on this cover page.

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RESULTS FRAMEWORK

ACRONYMS

AAI	African American Institute
ACP	African Caribbean Pact
ACT	AIDS Care Trust
AG	Attorney General
ATLAS	African Training for Leadership and Advanced Skills
BETD	Basic Education Teachers Diploma
BHR	Bureau for Humanitarian Response
CAMs	Continuous Assessment Methods
CBNRM	Community Based Natural Resource Management
CLC	Complementary Learning Center
CMP	Conservancy Management Profile
COSEDA	Cooperation Support & Enterprise Development Agency
CSO	Civil Society Organization
CSP	Country Strategic Plan
CY	Calendar Year
DEA	Directorate of Environmental Affairs
DIBS	Democratic Institution Building
DRFN	Desert Research Foundation of Namibia
DRM	Directorate of Resource Management
EE	Environmental Education
EU	European Union
GDP	Gross Domestic Product
GRN	Government of the Democratic Republic of Namibia
GTD	Global Training Development
HDI	Human Development Indices
HDN	Historically Disadvantaged Namibians
HIID	Harvard Institute for International Development
HOME	Ministry of Mines and Energy
HRDA	Human Resource Development Assistance
IIR	Institute for International Research

IPBC	Indigenous People Business Council
IR	Intermediate Results
ISC	Instructional Skills Certificate
JIA	Joint Institutional Assessment
LIFE	Living in a Finite Environment
M&E	Monitoring & Evaluation
MBEC	Ministry of Basic Education & Culture
MET	Ministry of Environment and Tourism
MHA	Ministry of Home Affairs
MHSS	Ministry of Health and Social Services
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOL	Ministry of Labour
MOL	Ministry of Labour
MP	Member of Parliament
MPCS	Prisons and Correctional Services
MPP	Mission Program Plan
MPU	Materials Production Unit
MRLGH	Ministry of Regional, Local Governmental and Housing
MTI	Ministry of Trade & Industry
MWTC	Ministry of Works, Transport and Communications
NAFAU	Namibia Food and Allied Workers Union
NAMCOL	Namibian College of Open Learning
NANASO	Namibia Network of AIDS Service Organizations
NANGOF	Namibia Nongovernmental Organizations Forum
NCCI	Namibia Chamber of Commerce & Industry
NDC	Namibian Development Corporation
NDI	National Democratic Institute
NDP	National Development Program
NEPRU	Namibian Economic Policy Research Unit
NGO	Non-Governmental Organization
NIED	National Institute for Education Development

NPC	National Planning Commission
NPC	National Planning Commission
NRM	Natural Resource Management
OE	Operating Expenses
OHA	Okutumbatumba Hawkers Association
OPM	Office of the Prime Minister
OPM	Office of the Prime Minister
OYB	Operating Year Budget
PASA	Participating Agency Service Agreement
PCVs	Peace Corps Volunteers
PDP	Professional Development Program
PEP	Professional Enhancement Program
PSF	Private Sector Foundation
PTMS	Participant Training Management Systems
R4	Results Review & Resource Request
RCO	Regional Contracting Officer
RCSA	Regional Center for Southern Africa
READ	Reaching out for Adults in Development
RP	Results Package
SADC	Southern African Development Community
SIMs	Structured Instructural Materials
SO	Strategic Objective
SOAG	Strategic Objective Agreement
SPA	Special Project Assistance
SU	Scripture Union
TBCM	Teacher Basic Competency Modules
UDT	U-Do Trust
UNAM	University of Namibia
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	U.S. Agency for International Development
UTN	Urban Trust of Namibia
UWC	University of Western Cape

WWF

World Wildlife Fund

RESULTS REVIEW for Strategic Objective #1:

Enhanced roles for historically disadvantaged Namibians in key public sector, NGO and private sector organizations.

Overall Performance Assessment:

Not Meeting Expectations

Summary: Nine years after independence, Namibia is facing serious challenges in social and economic development, intensified by the huge disparity among different racial groups in terms of their roles and responsibilities in the economy. In the private sector, whites continue to dominate management, holding more than 57% of middle and senior management positions.

Strategic Objective #1 aims to create a pool of Historically Disadvantaged Namibians (HDNs) able to compete for management positions that were traditionally the preserve of whites under the Apartheid and colonialist periods. While the Namibian Government is committed to human capacity development as part of its National Development Plan, the budget-strained public sector and the private sector, unaccustomed to investing in human capital, were not adequately meeting these human resource gaps.

USAID assistance under S.O. #1 is provided by the Institute for International Education under the Global Training for Development program and the ATLAS long-term graduate level training program. Strategic Objective #1 is implemented in conjunction with a variety of local partners including the National Planning Commission (NBC), the Public Service Commission, private sector companies, and several NGOs, including the Namibia Chamber of Commerce and Industry (NCCI). Strategic Objective #1 has been targeted to assist key institutions address crucial skill development needs and to help widen access to management and leadership roles for HDNs by promoting employment equity and linkages between smaller HDN enterprises and large scale firms in the mainstream economy.

Other Donor Programs: Among the top five bilateral donors, a large share of Sweden's assistance has been to primary and secondary education. German assistance has included technical and vocational-level training, with sectoral targets in municipalities and regional governments, and micro-enterprises. Some technical or management-oriented training appears in sectoral programs of each major donor; among multilateral donors, for example, EU assistance includes training support within the agricultural sector. No other major donor has a cross-sectoral training program, and none has a specific program objective to promote enhanced HDN roles at middle and upper levels of target institutions. USAID jointly with the UNDP supports capacity building for economic management within the National Planning commission and Ministry of Finance. USAID works with the Ford Foundation in assisting the Namibia Chamber of Commerce and Industry (NCCI) to support an Affirmative Action Advisory Service. No other donor assistance is anticipated to help businesses plan and implement employment equity.

Performance Over the Past Year: Performance of S.O. #1 over the past year has generally met expectations. However, closer examination at the objective level the SO's overall direction and

framework as currently constituted was determined to be too expansive to have meaningful and measurable impact. The Mission believes that S.O. #1's broad mandate to address human capacity development constraints across the public and private sectors and NGO organizations with its definition of critical mass has diluted impact and simply cuts too wide a swath across the country's multiple development needs to be achievable.

In September 1998, after a three-year delay, the Government of the Republic of Namibia (GRN) promulgated the Affirmative Action (Employment) Act and USAID-funded conferences and workshops were subsequently conducted to help the Government and private companies examine ways of implementing the legislation, especially in regard to reforming recruitment, selection and career development systems. USAID partnerships with private firms and the Namibia Chamber of Commerce and Industry (NCCI) have increased awareness among key business leaders for introducing diversity management practices in order to ensure firm growth and competitiveness. An informal affirmative action work group with NCCI, the Ministry of Labor, and Parliament has been established, creating a policy dialogue on this critical issue among a spectrum of groups that had seldom or never caucused together before. In FY 98, forty human resource development practitioners in over twenty four private and public sector organizations received USAID-funded managerial and technical training. Some specific outcomes of this training include: recommendations by a group of public sector participants to modify the GRN's personnel recruitment process, a research report made on behalf of the Office of the Prime Minister's Public Service Commission recommending specific tools and methods to maximize hiring and promotion of disadvantaged groups, and leading to a directive to recast public service regulations, and the adoption in several private firms of a new personnel assessment tool (IRIS) for staff recruitment which helps produce a more realistic evaluation of candidates as well as mitigate racial and gender biases. In-country senior-level strategic management training was carried out in a key USAID partner institution, the Ministry of Environment and Tourism, which the Prime Minister's Office and the Public Service Commission subsequently identified for replication across GRN agencies.

Private sector "demand" for higher-level HDN training linked to enhanced roles continued to be limited to a few progressive large firms. However, signs of increased interest followed the passage of Affirmative Action legislation, and broader business sector awareness of the benefits of workforce diversity resulted from U.S. and South Africa-based training. Outside the "mainstream" private sector, USAID sent representatives from the Indigenous People's Business Council to South Africa to examine the process of developing business linkages after which thirteen small Namibian firms joined in a bid with Namibia's largest construction company in a bid for a large GRN construction tender.

The READ (Reaching out with Education to Adults) project closed in FY 1998 as well as Africare's Cooperative Agreement which was directed at private sector training. Impact assessments for both programs point to increased training and better prepared individuals and organizations but higher order impacts, such as professional advancement of trainees, changes in corporate policies, cultures, or hiring practices were restricted to a limited number of target organizations. USAID's experience in implementing the Strategic Objective and the

corresponding lack of results achieved beyond those which point to increases in training numbers do not give us sufficient confidence that the Strategic Objective will be able fulfill a broad mandate to truly "enhance HDN roles" in the economy, Government, and NGO sectors.

Expected Progress and Management Action: Given the concerns outlined above about USAID's ability to achieve S.O. #1 as currently constituted, the Strategic Objective is currently being re-assessed by the Mission. While S.O. #1's mandate, "the enhancement of economic, social, and political roles of historically disadvantaged Namibians...", covers the public, private, and NGO sectors, the Mission believes that the private sector aspects of this Strategic Objective have been the most neglected and conversely are the most important areas to Namibia's development. USAID Namibia anticipates that a greater focus on broad-based economic growth and private sector development will be proposed as a part of our new CSP for 2000-2005.

As an critical step in our CSP formulation this year, the Mission is consulting closely with our Host Country counterparts and partners as well as conducting analyses of the private sector to fully define new IRs for the Strategic Objective. USAID Namibia expects that the adjustments will sharpen S.O. #1's focus to expand efforts in the private sector. These changes in the Strategic Objective are needed to effectively respond to worsening economic conditions in the country and the GRN's stated development priority to create jobs and meaningful employment for HDNs. The focus will also better correspond and more directly contribute to one of the primary U.S. Mission goals in Namibia which is to encourage and foster broad-based economic growth.

Data Tables: See Annex B for the status of the USAID Namibia PMP.

OBJECTIVE: S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations.				
COUNTRY/ORGANIZATION: USAID Namibia				
RESULT NAME: S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations.				
INDICATOR: #1 (SO Level) Number of USAID trained HDNs assuming increased responsibilities.				
UNIT OF MEASURE: Total # of Namibians -- cumulative. (Total # of women). SOURCE: READ, ATLAS, HRDA <hr/> INDICATOR DESCRIPTION: # of HDNs reported to having expanded vertical and horizontal loading of managerial and professional responsibilities, increased autonomy, and greater independence in scheduling own work. COMMENTS: See COMMENTS below.	YEAR	SECTOR	PLANNED	ACTUAL
	1995		0	0
	1996	Public		12 (6_)
		Private		0
		NGO		35 (12_)
	1997	Public	38	50 (19_)
		Private	36	15 (1_)
		NGO	60 (24_)	74 (36_)
	1998	Public	91 (38_)	61 (24_)
		Private (Short-term)	80 (32_)	36 (10_)
		NGO	80 (30_)	84 (43_)
	1999	Public	100 (40_)	
		Private	90 (36_)	
		NGO	80 (30_)	
	2000	Public	155 (62_)	
		Private	204 (82_)	
		NGO	91 (34_)	

COMMENTS (SO LEVEL INDICATOR #1):

The SO Team developed an instrument to track this indicator uniformly across sectors (NGO, Public and Private Sector Organizations) as from CY 1998. The instrument is applied annually for all long term returned participants that have been back for at least one year -- the minimum period considered necessary for effective measurement of advancement after completion of training, but earlier evidence of enhanced roles, where available, is incorporated.

Note that the actuals for 1998 include a number of short term training participants for which the SO Team measured enhanced roles. However, since only a few short-term trainees in key organizations are actually tracked, the actual number of "enhanced roles" would be larger. The volume of short-term training (especially in-country and third-country based) has increased considerably. Although a sample is included, it has not been feasible to develop a systematic (universe-inclusive) approach towards monitoring follow-up impacts of all participants in short-term training activities. These, moreover, vary in duration and intensity, and may be either one-off or building-block events. Training approaches in FY98 have emphasized key short-term training focusing on access-related issues. The probability of training investment contributing to enhanced roles therefore varies considerably for short-term training so that a valid extrapolation of the sample cannot be made.

The 1998 AFRICARE evaluation, noted that 80% of the employers found positive impacts on employee performance as a result of USAID supported training. However, only 36 of the 351 HDN employees reported enhanced roles as defined by this indicator. This demonstrates the difficulty in achieving and measuring results for this Strategic Objective.

OBJECTIVE: S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations. COUNTRY/ORGANIZATION: USAID Namibia				
RESULT NAME: S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations.				
INDICATOR: #2 (SO Level) Target organizations internally producing enhanced roles for HDNs.				
UNIT OF MEASURE: # of organizations providing opportunities for HDNs. SOURCE: READ, PTMS, M&E INDICATOR DESCRIPTION: Number of organizations recruiting HDNs, including HDNs in selection committees, and providing career development and training opportunities for HDNs. (Cumulative) COMMENTS: See COMMENTS below.	YEAR	Sector	PLANNED	ACTUAL
	1997	Public	3	3
		Private	5	5
		NGO	3	5
	1998	Public	8	6
		Private	6	8
		NGO	5	9
	1999	Public	11	
		Private	10	
		NGO	11 (1**)	
	2000	Public	14	
		Private	15	
		NGO	11	

COMMENTS (SO LEVEL INDICATOR #2):

The present instrument only measures those organizations that have a measurable improvement in the internal environment for HDN advancement.

The Mission is in the process of assessing the strategic direction of the Strategic Objective. It is anticipated that the program emphasis will shift from the Public Sector to the Private Sector and that FY 2000 sectoral targets will require revision to reflect this change. Nonetheless, the Mission decided not to change the targets pending the design of the follow-on activities. It is anticipated that a new monitoring framework will be submitted as part of the next R4 submission.

Table Notes:

1** Although READ NGO capacity-building activities ended 1998, an additional NGO target is included for FY 1999 because NGOs continue to be a target both in the transitional period of the Strategic Objective as well as the new strategy to be captured in a new Result Package.

OBJECTIVE: S.O.#1: Enhanced roles for historically disadvantaged Namibians (HDNs) in key public sector, NGOs and private sector organizations. COUNTRY/ORGANIZATION: USAID Namibia				
RESULT NAME: IR 1.1 Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge.				
INDICATOR: #1 (for IR 1.1) Number of USAID funded HDNs completing long-term training who acquire advanced managerial and technical skills.				
UNIT OF MEASURE: Total # of HDNs ---cumulative (# of women). SOURCE: READ, ATLAS INDICATOR DESCRIPTION: # of HDNs completing academic training. COMMENTS: See COMMENTS below.	YEAR	Sector	PLANNED	ACTUAL
	1993	***	150	123
	1994	All	150	169
	1995	All	200	199
	1996	All	744 (215_)	702 (272_)
	1997	Public	58 (21_)	63 (24_)
		NGO	70 (28_)	75 (30_)
	1998	Public	76 (27_)	107 (42_)
		Private	0	1
		NGO	77 (31_)	83 (32_)
	1999	Public	96 (35_)	
		NGO	77 (31_)	
	2000	Public	116 (43_)	
		NGO	77 (31_)	

COMMENTS (IR 1.1 INDICATOR #1):

The Mission is in the process of assessing the strategic direction of the Strategic Objective. While it is clear that the 1999 Public Sector and NGO targets will be exceeded, the Mission has decided

not to change the targets pending the design of the follow-on activities. It is anticipated that a new monitoring framework and targets will be submitted as part of the next R4 submission.

The numbers for the period FY 1993-96 (targets and actuals) reflect both long- and short-term training, while 1997 - 2000 only include long-term academic training.

For FY 1996 and prior years, gender targets reflect a 65/35 split; for FY 1997 + the level of ambition has been raised to a ratio of 60/40 males to females. After FY 2000, the stage will be set for a 55/45 or even a 50/50 split.

RESULTS REVIEW for Strategic Objective #2:

Improved Delivery of Quality Primary Education to Namibian learners in grade 1 - 4 in the most disadvantaged schools.

Overall Performance Assessment:

Exceeded Expectations

Summary: With Independence in 1990, the Government of the Republic of Namibia (GRN) inherited an education system fragmented along racial and ethnic lines with vast disparities in the allocation of resources. With access to education less of a problem than overall quality of the system), the GRN has given high priority in financial, political, and management terms to the reform and restructuring of the education system. To assist the GRN toward this end, USAID employs a three tier approach under S.O. #2 and its Basic Education Support (BES) program:

- 1) At the National level USAID is supporting the GRN in building capacity for the development and management of a new national curriculum for lower primary (Grades 1-4), including the production of new teacher and student materials, and the development of new and more appropriate approaches to student assessment and testing;
- 2) At the school level USAID is reducing inequality in the provision of educational services through an intensive on-site teacher training effort in approximately 25 percent of Namibia's most disadvantaged lower primary schools through a large unique partnership with the Peace Corps; and,
- 3) USAID has begun to assist in building the Ministry of Basic Education and Culture's (MBEC's) capacity to monitor and evaluate progress in primary education reform and to engage more effectively in long-term planning.

USAID assistance under S.O. #2 is provided through the Institute for International Research, Ohio University, Harvard Institute for International Development, Peace Corps, University of Montana, University of Western Cape RSA, University of Namibia, and the Rossing Foundation.

Other Donor Programs: USAID is the primary donor providing assistance at the lower-primary level. Other donors supporting the GRN in areas complementary to USAID's focus include UNICEF, British Overseas Development Agency, Finland, Norway, Denmark, Sweden, the Netherlands, UNESCO, the European Union, and UNDP. Meetings are held regularly in a Donor's Coordination Committee which MBEC has organized to ensure effective coordination of all donor assistance. In June 1998 an all day workshop was held to explore more efficient ways of coordinating donor projects, as most donors supporting education (SIDA (Sweden), GTZ (Germany), EU, Denmark, and USAID) are beginning the development of their second phase of support this year. Donors have also participated actively in the formulation and mid-term review of the education sector within Namibia's National Development Plan (NDP 1). USAID, UNDP, and SIDA are the donor representatives on the NDP Education Sector Committee.

Performance Over the Past Year: Strategic Objective #2 overall performance over the past year has exceeded expectations. The Mission's assessment has been drawn from our ongoing monitoring and conclusions reached by several 1998 evaluations and assessments of progress under USAID's basic education support program, including an external evaluation completed in May 1998, a Peace Corps internal evaluation, an evaluation of the pilot phase for the Instructional Skills Certificate program, and a series of monographs published by Harvard Institute for International Development (HIID) and the Ministry outlining policy and programming considerations. The assessment was further refined by the Mission's Annual Portfolio Review for S.O. #2, which included the participation of senior MBEC representatives in charge of the planning and educational development directorates who candidly discussed progress under the Ministry's reform efforts and USAID's role in those efforts.

At the National level USAID's support for the GRN in education policy reform and planning has led to new Ministry approaches and policy which now guide the development, translation, distribution and assessment of syllabi and teaching materials for Grades 1 through 4. The Ministry has issued a National Continuous Assessment Policy which brought consensus among all Ministry Directorates on the importance of continuous assessment to primary education reform and improved instruction. In 1998 a research and statistics training program was developed by USAID for Ministry officials involved in planning and research. The series of USAID-funded Teachers' Basic Competency Manuals (TBCMs) has been incorporated into Namibia's National Instructional Skills Certificate Program and is now required for all unqualified teachers. USAID support also led to the development of the Ministry of Higher Education's Policy Framework (White Paper). A Nationwide Monitoring and Evaluation (M&E) system for tracking results at the primary school level was established in the MBEC last year and a newly developed M&E activity was launched this year with assistance from a local NGO.

At the Regional level, USAID is supporting nearly 500 disadvantaged lower primary schools in four target regions, representing more than one-half of the lower primary school learners in the northern regions and 25% of the most disadvantaged student population in Namibia. Activities in 1998 focussed on assisting teachers in the delivery of better curriculum and teaching methods. More than 600 Grade 1 and 2 teachers are now able to use new syllabi and Structured Instructional Materials (SIMS) in target schools as a result of USAID's national and regional level training. In all of USAID target school areas, nearly all teachers have met minimum teaching requirements, have access to the materials, and have been trained in how to use the materials. The USAID developed materials have been translated into five local languages, and the Ministry, regional educational officials, and program monitoring have all indicated a high teacher enthusiasm for the materials and a willingness to employ and further adapt the materials in their classrooms. Peace Corps Volunteers (PCVs) continue to provide valuable complementary support to all aspects of BES at the community level through one-on-one tutoring, local workshops and training sessions in three regions.

Additionally, while not a specific indicator or target delineated under the S.O. #2 framework, another particularly important result gleaned from classroom observations and studies completed

in July 1998 is that positive changes in learning trends are taking place in classrooms assisted by the USAID BES program.

In order to sustain USAID's successes in primary education, the Professional Enhancement Program (PEP) was launched in March 1998. This innovative MA and PhD program targets 34 MBEC officials involved in the areas of curriculum development, assessment, policy planning and research. A three year distance education degree involving the University of Namibia, University of Western Cape (UWC), and U.S. Universities has been created under the lead of University of Montana. Twenty of the 34 PEP participants have completed their residency courses at UWC, have had their research proposals approved and have begun their research on the various issues pertaining to Namibia's education reform.

Expected Progress and Management Action: FY 1999 funding will continue needed support for the GRN education reform program. Grade 3 materials will be implemented in 1999. Grade 4 will be developed in 1999 and implemented in 2000 as the first phase of project ends. Baseline data was collected for Grade 1 in July and November 1997, and follow-on data for Grade 2 was collected in mid and late 1998. The data will be analyzed to assess project impact on learners outcomes and the Ministry will then determine whether to expand the materials to the remaining three education regions.

USAID Namibia's plan for the next five years of basic education support was endorsed by the GRN and put in place in 1998. The program will expand USAID's support to two new areas to improve instructional systems and support to school management. These areas were developed in conjunction with valuable assistance from Africa Bureau's Office of Sustainable Development (AFR/SD), and the resulting additions to the S.O. #2 framework were approved by AFR in 1998. The second phase of BES, BES II will be implemented under a performance based contract to be awarded competitively in 1999.

Data Tables: See Annex B for the status of the USAID Namibia PMP.

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.	
APPROVED: 06/05/96		COUNTRY/ORGANIZATION: USAID Namibia	
RESULT NAME: S.O.# 2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.	
INDICATOR: .#1 (SO Level):		Institutional capacity at the national level (MBEC) to develop and manage instructional inputs and services.	
UNIT OF MEASURE: Progress towards institutionalization of above systems and approaches. SOURCE: BES INDICATOR DESCRIPTION: a) Creation and operation of Materials Production Unit (MPU). b) Development of Continuous Assessment System. c) Development and use of systematically designed, Structured Instructional Materials (SIMs). COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1995	Strategic development plan for MPU; teacher's guide in continuous assessment; and review and suggest revisions to new curricula and syllabi, assist in translation of Grade 1 syllabi, and design materials for Grade 1.	MPU plan approved by NIED management; teacher's guide prepared and distributed for review; and training and monitoring activities for the new syllabi, supported the translation of materials for Grade 1, and assisted in the development of Grade 1 scope and sequence for key subjects.
	1996	MPU fully operational; produce Grade 1 materials draft, which incorporate continuous assessment materials.	a) MPU created by NIED is fully operational and totally responsible for syllabus production. (b) and (c) Grades 1 and 2 instructional materials under development using SIMs and CAMs approach. CAMS are incorporated into the SIMs(1**).
	1997	a) Grade 1 materials produced and distributed. b) Grade 1 continuous assessment materials developed and used in target schools. c) Grade 2 Structured Instructional Materials (SIMs) developed and used in target schools.	a) Grade 1 material produced and distributed in 120 disadvantaged schools. b) Grade 1 material produced and distributed in 120 disadvantaged schools. c) Grade 2 materials developed; classroom observations carried out; protocol developed(2**).
	1998	a) Grade 2 materials produced and distributed. b) Grade 2 continuous assessment materials developed and used in target schools. c) Grade 3 Structured Instructional Materials (SIMs) developed and used in target schools.	(a), (b) and (c) materials produced and distributed .
	1999	a) Grade 3 materials produced and distributed. b) Grade 3 continuous assessment materials developed and used in target schools. c) Grade 4 Structured Instructional Materials (SIMs) developed .	
	2000	a) MPU production (or provision for the production) and distribution of instructional materials for Grades 1-4 in 5 local languages and English. b) Development and provision to targeted classrooms tools (eg. matrix, performance checklist) for tracking student	

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.
APPROVED: 06/05/96		COUNTRY/ORGANIZATION: USAID Namibia
RESULT NAME: S.O.# 2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.
INDICATOR: #1 (SO Level):		Institutional capacity at the national level (MBEC) to develop and manage instructional inputs and services.
		performance. c) Grade 4 Structured Instructional Materials (SIMs) used in target schools.

COMMENTS (SO LEVEL INDICATOR #1):

Improved institutional capacity of MBEC at a National level is further evident in the following achievements:

- The MBEC has developed and accepted a new continuous assessment policy for lower primary schools.
- NIED has developed capacity to manage and oversee materials production. It has limited capacity for in-house materials production and has initiated procedures to oversee and form alliances with private sector publishers to meet its materials production needs.
- NIED continues to maintain in-house capacity to develop and maintain syllabi through internal committees.
- Rossing Foundation has developed the capacity to take the lead in the delivery of the Instructional Skills Certificate, with the MBEC providing oversight. This has effectively shifted implementation of the program from Peace Corps to MBEC.
- Training needs assessments has been completed for NIED, EPI and Planning, which resulted in an MBEC training plan. The PEP program is a sub-component of the MBEC training plan.
- MBEC has completed a mid-term review of Namibia's NDP1 Education Sector.
- MBEC has established an Education Sector Donor's Coordination Committee.

Table Notes:

- 1** *Institutional support:* Policy for MPU production was finalized and adopted by NIED management. Training of MPU personnel is on-going. Draft of in-house skills development program for NIED is completed. Participation in the Lower Primary Reform Task Force and materials subcommittee, NIED Continuous Assessment working group, and NIED Technology and Training Committee completed.
- 2** Continuous assessment policy (national) is under development. NIED is at the point where it has in-house capacity to develop and maintain syllabi through internal committees (Indicator 2 for IR 2.1).

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1-4 in the most disadvantaged schools.	
APPROVED: 06/05/96		COUNTRY/ORGANIZATION: USAID Namibia	
RESULT NAME: IR 2.1:		Improved quality of primary school teachers in the target and selected classrooms.	
INDICATOR: #2 (for IR.2.1)		Teacher training modules operationalized and implemented.	
UNIT OF MEASURE: Teacher training modules. SOURCE: BES INDICATOR DESCRIPTION: Teachers Basic Competency Manual (including modules) translated into 5 local languages and distributed to regional offices, pre- and in-service teacher trainers trained in use of TBCM, and classroom teachers in targeted classrooms and selected classrooms in 7 regions trained. COMMENTS: See COMMENTS below.	YEAR 1995	PLANNED TBCM designed and developed.	ACTUAL TBCM designed and developed.
	1996	TBCM translated, produced and distributed.	Second edition of English-version of TBCM was produced and distributed. TBCM accepted for the ISC(1**).
	1997	ISC Guidelines developed and adopted. TBCM used as part of the ISC program. 540 Teachers trained.	ISC developed and launched. Peace Corps focus in target schools reinforced through training by a local NGO Rossing Foundation (2**). 223 teachers enrolled in first phase of the national ISC program.
	1998	a) 540 Teachers trained; b) ISC program maintained at national level.	a) 504 teachers trained; b) ISC program maintained at national level.

	1999	240 Teachers trained; ISC program maintained at national level.	
	2000	ISC program maintained at national level.	

COMMENTS (IR 2.1 Indicator #2):

The TBCMs were developed through USAID technical assistance for Peace Corps volunteers to use in remote rural schools. The modules explain complicated concepts and actions in simple terms and have been translated into local languages for use in target schools. The effectiveness in early trials has led to their adoption as the core for the National Instructional Skills Certificate (ISC). The ISC is a linking certificate to the existing BETD, which is the qualifying academic requirement for teaching in Namibia. This program and the TBCMs will enable teachers with limited educational qualifications to build on their skills and eventually become fully qualified teachers. The challenge for 1998 was to shift management of the program from Peace Corps. Successful conclusion of the pilot phase of the ISC management has resulted in Rossing Foundation taking the lead in the implementation of the ISC under the guidance/supervision of the MBEC. While PCVs still play the key role in actual face-to-face teacher contact, the management of the program has successfully shifted. PCVs supported more than 250 teachers to improve their qualifications and skills using the ISC and other teacher training modules (UNAM, NAMCOL, BETD In-service, and other South African Courses).

An MBEC survey conducted in 1998 of teachers using various in-service and distance learning teacher training modules found that under- and unqualified teachers rate the ISC modules as the best. Based on this result the MBEC is looking at ways of incorporating the ISC precepts into their own BETD program.

Table Notes

- 1** Translations in three languages begun (10 modules x 100 teachers in tryout): draft translations in Rugciriku and Rukwangali available; draft versions in Oshikwanyama and Oshindonga sent to the North for tryout by PCVs, teachers, principals.
- 2** By optimizing on synergies with S.O. #1 the Institutional strength of Rossing Foundation has been strengthened to ensure greater sustainability.

OBJECTIVE: S.O.#2: Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools. APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME: IR 2.2: New, improved lower primary curriculum developed.			
INDICATOR: #3 (for IR 2.2) # of trained Namibians acquiring skills to sustain and manage instructional improvement activities.			
UNIT OF MEASURE: Cum # SOURCE: BES INDICATOR DESCRIPTION: Selected Namibians receive advanced training in skills and areas of expertise in MBEC's Directorates of Planning and Development, NIED, Educational Program Implementation, National Examinations and Assessment, and the regional offices. COMMENTS: See COMMENTS below.	YEAR 1996	PLANNED	ACTUAL Discussions underway. Training need assessment conducted.
	1997	PEP Program designed	Professional Enhancement Program (PEP) designed in consultation with the MBEC by the University of Montana and the University of the Western Cape, with assistance from HIID (1**).
	1998	a) Establish ties among the cooperating institutions and build collegial relationships among faculty and administrators in order to provide an institutional base for PEP. b) Initiate foundational programs to enable MBEC participants to embark on individual research studies c) 4 planners in PAD and the regional offices complete the HIID Policy Analysis and Planning Workshops .	a) Formal ties established between MBEC, University of Namibia (UNAM), University of Montana, University of the Western Cape and HIID to implement the PEP program. b) Twelve participants successfully completed an upgrading course at UNAM to qualify for entrance into the program. In addition 20 participants completed their course work at UWC and 1 is initiated studies at Montana State University (2**). c) 4 MBEC officials have completed the HIID Policy Analysis and Planning Workshops.
	1999	Support for individual research studies (through workshops, conferences, library use, consultations). 4 planners in PAD and the regional offices complete the HIID Policy Analysis and Planning Workshops (Total Cum: 8). Ten MBEC officials attend curriculum and	20 research proposals that support the Namibian reform has been approved as part of the group's study objective to enable this component to leverage more impact.

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.	
APPROVED: 06/05/96		COUNTRY/ORGANIZATION: USAID Namibia	
RESULT NAME: IR 2.2:		New, improved lower primary curriculum developed.	
INDICATOR: #3 (for IR 2.2)		# of trained Namibians acquiring skills to sustain and manage instructional improvement activities.	
		instructional materials workshops.	
2000		34 candidates to complete studies; 2 at U Montana for educational economics and information systems programs; 31 at UWC; and 1 individual studies. 12 planners in PAD and the regional offices will have completed the HIID Policy Analysis and Planning Workshops. 19 MBEC officials will have attended curriculum and instructional materials workshops.(1998-2000).	

COMMENTS (IR 2.2 Indicator #3).

The professional enhancement program component is an innovative in-service distant advance degree program, supported by targeted professional training and focused program research on the Namibian primary reform. In addition to providing advanced skills training the program sustains essential research inputs into the basic education reform. The strength of the PEP program is, however, the linkage of the University of Namibia with South African and US universities to ensure the long-term sustainability of advance degree education training in Namibia. The major challenge to the program, and the MBEC in particular, is to manage the workload of the participant to accommodate extra study times, while at the same time trying to sustain the reform.

Table Notes:

- 1** The program provides for Masters-level training as well as enhancement experiences for key personnel in the reform. (n=34).
Two key Namibian officials (the Permanent Secretary and Director of Planning and Development) sent for the HIID Budget and Policy Analysis and Planning Workshops respectively.
- 2** 34 candidates were selected by MBEC; their training objective were established to match MBEC needs. Training plans have been developed which will result in the ultimate achievement of 29 MA degrees and 5 PhD's.

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.	
APPROVED:		06/05/96	COUNTRY/ORGANIZATION: USAID Namibia
RESULT NAME: IR 2.3:		New M&E system in place and operational.	
INDICATOR: #1 (for IR 2.3)		An effective M&E system to monitor the lower primary reform, established and operational.	
UNIT OF MEASURE: developed M&E system SOURCE: BES INDICATOR DESCRIPTION: A M&E system--comprising an authorized unit with budget, personnel and mandate--collects data, regularly produces and disseminates descriptive statistical and analytic reports on status of system, school, teacher and student performance to monitor the lower primary reform. COMMENTS: See COMMENTS below	YEAR 1995	PLANNED	ACTUAL M&E plan presented and accepted by NIED and Planning.
	1996	Recruit M&E RTA. Unit established and staffed.	Corporate Planning was staffed in January, 1996; Director of the Directorate of Planning and Development was appointed in August, 1996; RTA was recruited from HID and assigned to Directorate of Planning and Development; Testing and Assessment RTA recruited.
	1997	Personnel trained in strategic planning, research, measurement, and statistics; data analysis of SACMEQ data and presentations developed for international conferences and national distribution.	Training course completed for 25 personnel in statistics and research from NIED, PAD, DNEA, and other agencies in MBEC. Data analysis of SACMEQ completed by EMIS; to be published by IIEP. BES M&E reports completed and assembled into PAD monograph (8 reports*1). Initial evaluation of Grade 1 materials included.
	1998	Descriptive and analytic report produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	Baseline assessments for Grade 1&2 completed. MBEC 1998. <i>Education Statistics</i> . Compiled and distributed. The report provides a comprehensive summary of the August 1997 education census conducted by MBEC to form the basis for rational planning and together with the 1995 report provides a basis for the analysis of trends. Snyder, CW & Voigts, FGG(2**). 1998. <i>Inside Reform, Policy and Programming considerations in Namibia's Basic Education Reform</i> . Directorate of Planning and Development, MBEC. This publication brings together the results of three separate sets of qualitative analysis of the reform, the SACMEQ study, research undertaken within the Basic Education Support Project and UNICEF funded research into parent's participation into school management(3**). The publication and recommendations provide significant inputs into formulating policy

OBJECTIVE: S.O.#2:		Improved delivery of quality primary education to Namibian learners in grades 1 - 4 in the most disadvantaged schools.
APPROVED:	06/05/96	COUNTRY/ORGANIZATION: USAID Namibia
RESULT NAME: IR 2.3:		New M&E system in place and operational.
INDICATOR: #1 (for IR 2.3)		An effective M&E system to monitor the lower primary reform, established and operational.
		for the Ministry as the Reform unfolds. Kloppers, Joan & Nias, Christine. 1888. <i>Instructional Skills Certificate Programme. An evaluation of the Pilot Phase September 1997 to August 1998 by Rossing Foundation Tutors.</i> Rossing Foundation. The study evaluated the success of the pilot initiative to Namibianize the management of the ISC program looking both at the development of institutional capacity to support the program and the training successes(4**).
1999	Descriptive and analytic reports produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	
2000	Descriptive and analytic reports produced, disseminated, and reviewed formally by decision-makers; current year data collected and processed.	

COMMENTS (IR 2.3 INDICATOR #1):

The importance of effective Monitoring and Evaluation to support the implementation of the reform is increasingly recognized by the MBEC. In response, the SO Team has revised IR 2a (a result outside the Missions manageable interest) to IR 2.3 (inside the Mission's manageable interest) as described more fully in Annex C. A baseline assessment of the MBEC's capacity was conducted this year and will form the basis for reformulating the target for this indicator during the course of 1999.

Table Notes:

- 1* Training and Certifying "Unqualified" Teachers in Namibia: The Instructional Skills Certificate Program by John Meyer (Stanford University and Harvard Institute for International Development).
- SIMs, CAMs, and Gender Equity: Constructing the Progressive Learner in the North* by Francisco O. Ramirez (Stanford University and The Mitchell Group).
- Systematically-Designed, Structured Instructional Materials: Initial Perceptions of SIMs during the implementation Phase by Joclynn W. Snyder (Ohio University) and Demus K. Makuwa (Education Officer for M&E, EMIS/PAD in MBEC).
- Cost Review and Analysis of the Structured Instructional Materials: First Year Implementation* by David S. McCurry (IIR).
- Glimpse Inside Structured Classrooms* by Wes Snyder (HIID).
- Economist's View of NDPI* by Don Snodgrass (HIID).
- Other evaluation work included analyses of the SACMEQ data reported earlier; UNICEF and SIDA
- 2** Friedhelm G.G. Voigts is a Namibian in the Education Management Information Systems Division of the Directorate of Planning and Development within the MBEC.
- 3** Of the authors of the seven chapters, three are Namibian and five are outsiders with varying prior experience of the Namibian situation who have applied their experience of education systems in other developing countries to the Namibian context.
- 4** This study was entirely planned and executed by Namibians employed by the Namibian NGO.

RESULTS REVIEW for Strategic Objective #3:

Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.

Overall Performance Assessment:

Exceeded Expectations

Summary: USAID Namibia aims through S.O. #3 to increase benefits to Historically Disadvantaged Namibians who live in communal areas by ensuring their rights to manage natural resources and receive benefits derived from those resources. To accomplish this Objective, USAID Namibia has since 1992 supported the development of a National Community-Based Natural Resource Management (CBNRM) Program through the Living in a Finite Environment (LIFE) project.

LIFE is a joint effort between USAID and the Ministry of Environment and Tourism (MET) with implementation being carried out by the MET, World Wildlife Fund, and Namibian Non-governmental Organizations (NGOs). Program strategy and implementation decisions are the product of a Steering Committee which meets quarterly and is composed of USAID, the Ministry, WWF, and other partner NGOs.

The essence of the LIFE program is the establishment of "conservancies" in targeted communal areas which provide for sustainable use and management of wildlife and other natural resources. The ultimate beneficiaries are the historically disadvantaged Namibians located in these communal areas. The intermediate beneficiaries are NGOs and the MET that work together to carry out conservancy development in targeted communal areas.

Other Donors: USAID is the major donor in the Government of Namibia's (GRN) National CBNRM program. With the benefit of seven years of implementation and USAID support, the GRN and other donors are now seeing the tangible benefits that conservancy development can produce. GRN contributions in support of USAID activities, now amount to more than US\$4 million. In addition to the Host Country contribution, twenty other donors have provided an additional US\$4.2 million in support CBNRM activities in Namibia. The rich array of supportive donors including Germany, Sweden, Great Britain (DFID) and the European Union has allowed communities outside the LIFE Project target areas access to resources and benefits.

Performance over the Past Year: Results under S.O. #3 have exceeded expectations. At the National level, the Ministry (MET) and environmental NGOs are taking a more active role in promoting and instituting a national CBNRM program. At the community level, the sense of local ownership for conservancy activities, the CBNRM program, and empowerment it creates is tangible and vividly well-developed. Four conservancies have been gazetted by the GRN and 16 other conservancies are under various stages of development. The four conservancies put over 1.65 million hectares of communal land under the direct management of conservancy management committees, exceeding the target for 1998 by 39 percent, with 9,300 individuals in

registered conservancies set to benefit from conservancy activities.

In 1998 LIFE activities in the conservancy areas produced a variety of positive benefits including the generation of substantial streams of income. Over US\$200,000 has been generated from conservancy managed enterprises such as campsites, craft sales, and thatching grass. It is expected that this income will increase substantially when conservancies enter into contracts with private sector tourism concessions. Women in the communities are proving to be major program benefactors. Thatching grass sales (33.9%) and crafts production (16.8%) compose 51% of the program benefits generated last year and these benefits are flowing exclusively to women. The remaining 49 percent of benefits are split between men and women or shared for household expenses. Women are also making gains in participation in the decision process on the conservancy management committees. Women resource monitors are being trained to collect basic social, economic, and demographic information from their communities, and are being empowered as conduits of information in these communities.

A major highlight of the reporting period was the September 26 conservancy launch and the World Wildlife Fund's "Gift To The Earth" ceremony, where the President of the Republic of Namibia Sam Nujoma formally announced the launching of Namibia's first four communal area conservancies -- Nyae Nyae, Salambala, Torra, and Khoadi//Hoas. Concomitant with this announcement, the WWF U.S. President Kathryn Fuller, gave President Nujoma a "Gift To The Earth Award" that focused on rural development as a key factor for environmental conservation.

Progress was made toward establishing a framework for the sustainability of the National CBNRM Program beyond the planned completion of USAID funding. Comprehensive planning for this expected completion five years from now has already begun, addressing conservancy viability, the generation of other future sources of funding for CBNRM, and the transition of management roles and responsibilities for program implementation to on-going Namibian organizations. The design process for the second phase of the LIFE program led to clear consensus among the Government of Namibia, USAID program implementors, and Namibian environmental NGOs. The consultative process for CBNRM implementation was expanded by broadening the current CBNRM committee to a more formalized CBNRM Association of Namibia (CAN) to provide philosophical underpinning and technical direction to the continued development of the program.

In March 1998 an evaluation of the LIFE program was held followed by a formal CBNRM Sector Assessment in April 1998. The CBNRM assessment team analyzed the policy and legislative environment for CBNRM, institutional strengths and constraints, and the economic potential and prospects for sustainability of a national CBNRM program in Namibia. The team concluded that "the National CBNRM Program is one of the strongest of its kind in the region and perhaps all of Africa".

Expected Progress and Management Actions: Emerging conservancies are now searching for ways to become self-sustainable, financially and institutionally. Business skills and entrepreneurial support will need to be increasingly available to conservancy management

committees as they move to conservancy sustainability. USAID will monitor progress closely and provide support and complementary assistance when necessary. Over the next year, it is expected that a total of six conservancies will be gazetted incorporating 2.48 million hectares under local community management and benefitting 14,000 community members. Conservancy activities are expected to result in six partnerships between conservancies and private sector businesses generating more than US\$260,000.

Ensuring the continued development of an enabling policy environment for the expansion of CBNRM will remain a major focus of the USAID program. Since the passage of the 1996 Conservancy legislation, other Ministries are developing policies related to user rights in communal areas, e.g. land, grazing, fresh water fisheries. As these policies develop, it is crucial to the continued expansion of CBNRM on a national scale that new legislation and policy be in accord with policies and regulations under the Conservancy Act.

Key also to the sustainability of the National CBNRM Program is the continued support from MET and the Namibian NGOs. Improving the capacity for these institutions to carry the CBNRM program forward as USAID support declines will be another challenge for the LIFE program. Toward these objectives, it is expected that the MET will have an approved human resource development plan in place and functioning, the Conservancy Association of Namibia (CAN) will be operational, and that monitoring and reporting activities will be gradually transferred to a Namibian NGO.

The Mission recently approved a bi-lateral follow-on Results Package to the current LIFE program (LIFE II) and will enter into a Strategic Objective Agreement with the MET for the purpose of developing sustainable strategies in a limited number of conservancies and in broadening the number of communities in which conservancies can develop. The program effort is expected to run from FY 1999 to FY 2004 at which time it is anticipated that 20 conservancies will be gazetted; at least six of which are projected to be fully sustainable, self-financing and effectively managing natural resources.

Data Tables: See Annex B for the status of the USAID Namibia PMP.

OBJECTIVE: S.O. #3:		Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.	
COUNTRY/ORGANIZATION:		USAID Namibia	
RESULT NAME:		Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources	
INDICATOR: #1 (SO level)		Gross income earned by registered conservancies.	
UNIT OF MEASURE: US dollars (Annual) calculated at an exchange rate of 5.8 N\$ to US\$. SOURCE: LIFE M&E INDICATOR DESCRIPTION: Gross income from program-supported NRM activities. COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994	US\$20,000 (N\$ 112,000)	US\$22,075 (N\$123,620)
	1995	US\$30,000 (N\$135,000)	US\$28,918 (N\$160,000)
	1996	US\$44,000 (N\$198,000)	US\$35,320 (N\$568,850)
	1997	US\$100,000 (N\$450,000)	US\$148,522 (N\$668,350)
	1998	US\$200,000 (N\$900,000)	US\$199,617 (N\$1,157,776)
	1999	US\$250,000 (N\$1,457,400)	
	2000	US\$360,000 (N\$2,101,000)	
	2001	US\$460,000 (N\$2,662,400)	
	2002	US\$560,000 (N\$3,283,000)	
	2003	US\$725,000 (N\$4,196,800)	
	2004	US\$820,000 (N\$4,803,200)	
	2005	US\$900,000 (N\$5,214,400)	

COMMENTS (SO LEVEL INDICATOR #1):

Economic and non-economic benefits have accrued to HDNs. This significant increase can be attributed to:

- (1) the incorporation of benefits from the Torra Conservancy,
- (2) an increase of income from thatching grass sales, and
- (3) the inclusion of trophy hunting revenues at the Nyae Nyae Conservancy during the first year that conservancies were eligible to receive these benefits.

Tourism is viewed as a major contributor to Conservancy income which will be realized over the next few years. An intensive effort to promote tourism is being taken by the LIFE II activities.

Community benefits include non-cash as well as cash benefits. With USAID assistance, community management committee members have improved their skills in organizational development, financial management, and natural resource management. These new skills have provided an increased level of self-confidence and determination amongst HDNs empowering them to have a voice in the determination of natural resource management in their respective communal areas. Recognition by the President, Sam Nujoma, of the important role of management committees in the conservation of wildlife and in turn increased development in rural areas, further boosted committee member's resolve. With these new skills and confidence, some committee members have provided "consultation services" to newer, emerging conservancies. In addition, three conservancies have entered into agreements with private sector operations. The gross income earned by conservancies has continued to increase steadily over the past few years. One conservancy is using part of its income to support its conservancy operations. These benefits: knowledge, skills, income, self-assurance, opportunities to help other conservancies, empowerment, ability to lobby for needs, a voice in decision making in the public domain will form the basis for the follow-on conservancy activities.

Women are proving to be the major program benefactors. Thatching grass sales (33.9%) and crafts production (16.8%) compose 51% of the program benefits generated last year and these benefits are flowing exclusively to women. The remaining 49% of benefits are split between men and women or shared for household expenses giving women a large share of the cash benefits.

Projections for outyear targets are based on lessons learnt and experiences gained from the implementation of the LIFE 1 RP. Table 1 below provides a more detailed explanation for the new targets for expected income. The income projections are based on existing enterprises within the proclaimed Conservancies linked to the following assumptions:

Lodges:

Existing lodges within conservancy areas expected to sign formal revenue sharing agreements with conservancies. A lease agreement between a conservancy and an upmarket lodge - to share 5% of revenue, (N\$550/night - 16 bed lodge - 50% occupancy rate) will yield conservancy income of N\$79,200 per annum; plus a workforce of 20 persons earning N\$400/month (LIFE survey data) = total income of \$175,200/yr. New Lodges constructed within conservancies will have revenue sharing agreements.

Campsites:

N\$16,000 net income and N\$9,000 in wage income.

Hunting:

Sustainable trophy hunting contracts that will generate, per annum, N\$81,000 in conservancy revenue, & N\$12,000 in wage revenue (30 days of labor, N\$40/day, 10

persons).

COMMENTS (SO Level Indicator #1) TABLE 1: Total Projected income in Namibian Dollars (Exchange Rate 5.8 N\$ to 1 US\$).

Projections of CBNRM Income in Registered Conservancies (N\$)								
Year	Joint Ventures			Campsite	Crafts	Thatching Grass	Traditional Village	Total Income
	Hunting	New Lodges	Leases w/ Existing Lodges					
Average:	93,000	175,200	175,200	25,000	200,000	390,000	45,000	
1999	372,000		350,400	100,000	200,000	390,000	45,000	1,107,000
2000	465,000	175,200	700,800	100,000	225,000	390,000	45,000	2,101,000
2001	651,000	350,400	876,000	100,000	250,000	390,000	45,000	2,662,400
2002	651,000	525,600	1,226,400	125,000	275,000	390,000	90,000	3,283,000
2003	744,000	876,000	1,576,800	150,000	300,000	415,000	135,000	4,196,800
2004	930,000	1,226,400	1,576,800	175,000	300,000	415,000	180,000	4,803,200
2005	1,116,000	1,401,600	1,576,800	225,000	300,000	415,000	180,000	5,214,400
Percentages:	21%	27%	30%	4%	6%	8%	3%	

OBJECTIVE: S.O. #3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources			
COUNTRY/ORGANIZATION: USAID Namibia.			
RESULT NAME: S.O. #3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.			
INDICATOR: #3 (SO Level) Hectares of communal land of all registered conservancies.			
UNIT OF MEASURE: ha (cumulative) SOURCE: LIFE M&E / Conservancy registry documentation. <hr/> INDICATOR DESCRIPTION: Number of hectares of land of all registered conservancies. COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994	0	0
	1995	0	0
	1996	10,000	0
	1997	710,000	92,000
	1998	1,190,000	1,654,300
	1999	2,481,450	
	2000	4,135,750	
	2001	5,790,050	
	2002	5,790,050	
	2003	7,030,775	
	2004	8,685,075	
	2005	9,925,800	

COMMENTS (SO LEVEL INDICATOR #3):

The area/resource under local management is linked to conservancy registration. Each community decides on its own geographical boundaries for the Conservancy which varies for each conservancy.

OBJECTIVE: S.O. #3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.			
COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME: Improved policy and legislative environment for local control of natural resource management.			
INDICATOR:#1 (for IR 3.1) National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices.			
UNIT OF MEASURE: # policies/legislation (cumulative) SOURCE: LIFE M&E system/Policy Log INDICATOR DESCRIPTION: The number of Ministry policies or legislation related to CBNRM. COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994	0	1
	1995	2	2
	1996	4	3
	1997	4	7
	1998	5	7
	1999	9	
	2000	10	
	2001	11	
	2002	12	
	2003	13	
	2004	14	
	2005	15	

COMMENTS (IR 3.1 INDICATOR #1):

The MET continues to develop policies supportive of community based natural resource management in Namibia. Some policies will remain within the Ministry, some will go to Cabinet for their endorsement and others will be taken to Parliament for passage into law.

The 1998 CBNRM Sector Assessment indicates that the anticipated Result under IR 3.1 of

establishing an improved legislative environment has largely been achieved in that the existing government policy framework is supportive of CBNRM. The policy and legislation on devolving rights over wildlife and tourism to local communities that forms conservancies goes further than any other in Southern Africa in giving secure rights over wildlife and tourism directly to local communities. However, the assessment points out policy achievements that need to be either fully entrenched or consolidated and a number of potential threats that could undermine this achievement.

The Communal Area Land Policy has gone through a number of iterations, some of which had been more conservancy friendly than others. The Communal Land Policy and draft Act are still being debated and with continued input from MET at a high level. The lack of policy development on group grazing rights within the Ministry of Agriculture, Water and Rural Development remains a strong cause of concern. In addition, there is no institutional framework provided for in the Inland Fisheries policy and in the legislation still being developed. The ongoing process of drafting the MET draft Tourism Act, means that the rights of conservancies over tourism concessions have not been fully entrenched. Overall it seems that sectoral policies do not seem to deal sufficiently well with the allocation of agricultural land for cropping, posing potential threats to emerging wildlife conservancies through loss of habitat.

Clearly, the main challenge is the practical reality that a large degree of sectoral territoriality remains within Ministries which could undermine the general consensus on the need for community management of natural resources. In an attempt to consolidate the legal and policy framework for CBNRM, the approach in the follow-on activities will be to encourage sectoral Ministries to confer rights over the resources for which they are responsible on conservancies. To a large extent, prior investment into strong community based structures will mean that S.O. #3 will build on this success to support communities to drive this process. Several are already exploring how they can integrate natural resource management through conservancies and how conservancies can co-exist with existing institutions such as farmers' associations¹. The broadening of the national CBNRM program to include natural resources other than wildlife, better coordination through the national program between the Ministries and programs responsible for other resources, and the development of joint service provision by these Ministries and programs to the same community, will all support the development of a sound policy and legal framework for CBNRM.

The follow-on (LIFE-II) activities will attempt to obtain interministerial MOUs from these important ministries to support local management of all natural resources. This will provide a policy base while the legislative base is being achieved. These essential changes will be monitored using a new proposed indicator listed in Annex B as Indicator #3 for IR 3.1. Essential changes in the legislative framework for CBNRM will be tracked using the policy log as detailed below.

¹ Some conservancies are going as far as exploring options for using resource monitors (which are mainly women) for HIV/AIDS and other health related extension work.

POLICY	DATE	STATUS
Conservancy Legislation	1995	Gazetted 1996
Tourism Policy	1995	Ministry Policy
Land Use Planning towards Sustainable Development	1994	Ministry Policy
Policy Guidelines for Parks Management	1993	Ministry Policy
Conservation of Biodiversity and Habitat Protection	1994	Ministry Policy
Research Policy	1994	Ministry Policy
Environmental Impact Assessment	1994	Ministry Policy
Environmental Management Act	Draft on Minister's Desk	Due in Parliament
Parks and Neighbors Policy	Draft	Due in Parliament
Land Use	On-going	Currently in Parliament
Environmental Investment Fund (EIF)	On-going	Due in Parliament
Tourism Act	Draft	Due in Parliament
Northeast Parks Planning	Draft to Cabinet	Due in Parliament
Forestry Legislation	Final Review in MET	Due in Parliament
Range Policy	not started	
Fresh water Fisheries	not started	

OBJECTIVE: S.O. #3: Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.			
COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME: IR 3.2:		Conservancies are established, self financing and well-managed.	
INDICATOR: #2 (for IR 3.2)		Number of Namibian men and women participating in officially recognized management bodies which assume responsibility for management of natural resources	
UNIT OF MEASURE: # men and women in management bodies (annual). SOURCE: LIFE M&E <hr/> INDICATOR DESCRIPTION: Community based management bodies named by communities to manage conservancies. COMMENTS: See COMMENTS below.		PLANNED	ACTUAL
	1993	0	0
	1994	_ = 0; _ = 8	_ = 2; _ = 10
	1995	_ = 5; _ = 20	_ = 8; _ = 44
	1996	_ = 12; _ = 64	_ = 12; _ = 41
	1997	_ = 18 ; _ = 84	_ = 14; _ = 63
	1998	_ = 30 ; _ = 90	_ = 21; _ = 78
	1999	_ = 50; _ = 150	
	2000	_ = 84; _ = 196	
	2001	_ = 84; _ = 196	
	2002	_ = 84; _ = 196	
	2003	_ = 119; _ = 221	
	2004	_ = 147; _ = 273	
	2005	_ = 192; _ = 288	

COMMENTS (IR 3.2 INDICATOR #2):

Adjustments in membership of Conservancy Management Committees occur regularly, so each year the numbers and gender balance may vary. The LIFE Program wants to ensure that women are continually involved in the decision making body of the Conservancy and will strive for an average of 40% women members on conservancy management committees by 2005.

Previous data: % women serving on Management Committees in unregistered Conservancies:
1994: 17%, 1995: 15%, 1996: 23% and 1997: 18%

Current data: % women serving on Management Committees in gazetted Conservancies:
1998 - 27%

Targets: % women serving on Management Committees in gazetted Conservancies:
1999 - 2000: 25 - 30%
2001 - 2002 30 - 35%
2003 - 2004 35 - 40%
2005 40%

RESULTS REVIEW for Strategic Objective #4:

Increased Accountability of Parliament to All Namibian Citizens.

Overall Performance Assessment:

Met Expectations

Summary: The purpose of USAID Namibia's fourth Strategic Objective is to strengthen the legislative structures and institutional capacity of both houses of Parliament and support the establishment of stronger linkages between citizens and their elected representatives as a means of strengthening Namibia's fragile democratic institutions.

After Namibian Independence in March 1990, great emphasis was put on creating and consolidating the power of new governing structures and addressing the historical inequalities of Apartheid. Primacy was given to the Executive (the President and the Government) which soon dominated the legislative process and the public service. Parliament, comprised initially of the National Assembly in 1990, became a two chamber body with the creation of the National Council in 1992. By all measures, Parliament was a new institution of limited experience, resources and capacity. To illustrate, in 1995 when USAID began to work with Parliament, there were no legislative review committees and no formal fora for public discussion on legislative issues. Budget formulation, for example, was limited to the Executive, with Parliament approving it without debate or public input. Non-Governmental Organizations (NGOs) established at or just after Independence sought primarily to play active roles in community development and focused on addressing the needs of the unemployed and marginalized groups. Many of the NGOs created before Independence which were primarily vehicles for anti-apartheid protest and advocates of democratic change, lost their purpose under the new political dispensation and did not survive the change.

In choosing to focus solely on this particular niche of the Democracy and Governance arena, USAID's program is playing a singularly important role vis-a-vis other donors in the democratic evolution of this newly independent nation. The direct beneficiaries of this activity are Parliamentarians, NGOs, civic groups and media, and ultimately Namibian citizens, who had little or no opportunity previously to actively participate in democratic processes.

The Mission plans to continue its work to strengthen the role of Namibia's bicameral Parliament and its responsiveness to citizen input. To ensure achievement of the Strategic Objective, the implementation of the other corresponding aspect of the equation -- the capacity of Namibia's civil society organizations to interface effectively with legislators and policy makers -- needs to

be accelerated.

Other Donor Programs: In 1998, USAID took the initiative to hold more frequent consultations with more than fifteen bilateral and multilateral donor agencies in Namibia engaged in Democracy and Governance activities. USAID has chaired several quarterly gatherings of these donors in an effort to promote coordination and maximize synergies between the programs. The German Government is providing equipment, staff training and technical assistance to Parliament. UNDP is leading an initiative to build the capacity for governance and decentralization of regional councils. The European Union (EU) is supporting civic and voter education. The Dutch and Swedish Governments are supporting research, training and capacity-building to enhance gender sensitivity in policy formulation and to strengthen the political participation of women in the elections process. Sweden, Germany, UNICEF and the Ford Foundation are supporting NGOs and the media.

Performance over the Past Year: USAID Namibia assesses overall progress over the past year for S.O. #4 as having met expectations. While it may be challenging for the Democracy and Governance sector in particular to ascertain tangible progress and to attribute such progress with relative certainty to USAID programs, the Mission is confident in reporting that S.O. #4 has made concrete progress in 1998 toward achieving intermediate results delineated under of the Strategic Objective. USAID, together with its principal implementing partner the National Democratic Institute for International Affairs (NDI), is playing a significant role in the furtherance of democratic pluralism objectives in Namibia. USAID's assistance, and indeed, its leadership role in DG has been well-recognized by the Parliament, the NGO community, and other donors.

While there are several areas of popular concern with respect to the overall political environment in Namibia, the democratic transition remains on course with consolidation in a number of important areas. Recent discussions with a cross section of the key organizations and individuals associated with USAID's program (including National Council, National Assembly, NGOs, and university representatives) held during the Mission's annual S.O. #4 Portfolio Review confirmed this assessment. All agreed with the statement that Parliament is assuming full responsibility for critical institution tasks, and is beginning to provide greater oversight of the Executive and expanding opportunities for citizen participation in the legislative process. There was also acknowledgement that civil society has begun to institutionalize its engagement with the legislative process, and on occasion, is playing a key role in the development of public policy.

In 1998, public hearings were held on 14 issues of importance to the country, exceeding what had been the Mission's target of ten hearings for the year. These public hearings were held on a range of issues including the long and short-term insurance bill, the national reinsurance bill, ratification of the SADC protocol, reform of the labor code, and the Petroleum Exploration bill. Perhaps most indicative of Parliament's expanding influence, was the legislature's amendment of the 1998 National budget. This was the first time this occurred in the country's history. This year also saw the publication and adoption of an Agenda for Change by Parliament, approved by the Cabinet and endorsed by President Nujoma, which proposes, among other things, increased transparency and public hearings in the lawmaking and policy process.

Members of Parliament (MPs) are being supported in their work by the effective operations of the Parliamentary Research Information and Library Service, a focal point of USAID assistance. USAID has funded the translation of the budget into four local languages and the publication of a budget handbook, as well as providing financial assistance to a public interest law firm to produce and distribute bill summaries to enhance citizen understanding of legislative activities. A particularly significant development this past year stemming from the USAID/NDI budget workshops held throughout the country was that Members of Parliament, Members of Regional Council and local authorities, and NGO representatives were able to increase dramatically public awareness and understanding of national budget formulation. Finally, as a result of a USAID-funded study mission and the organization of international conferences in Namibia, comprehensive ethics legislation is in the process of being drafted.

The installation of computer communication technology at the Namibia Non-Government Organization Forum (NANGOF), Namibia's pre-eminent NGO umbrella organization has strengthened its networking capacity. Advocacy desks at NANGOF and the Urban Trust of Namibia have been created to provide technical assistance and training to their member organizations who want to enhance their lobbying capabilities with Parliament and Government. NGOs and interest groups have initiated over a dozen long-term, comprehensive advocacy campaigns on development and social reforms. There has been more frequent and improved media coverage of the proceedings of both houses of Parliament when in session, partly as a consequence of training courses organized with the BRICKS Community Project for Journalists. USAID has also supported activities of the Women's Caucus in Parliament whose purpose is to discuss common social concerns and consider legislative action.

Expected Progress and Management Actions: Over the next two years, it is expected that Parliament will assume complete responsibility for its own institutional management and maintenance. During this time it is projected that all the committees in the National Assembly will become active. In addition, committees will strengthen linkages with interest groups and NGOs in the sectors of the relevant committee's jurisdiction. Committees will begin to function as a public forum and there is the possibility of holding periodic joint National Assembly/National Council hearings on issues of both regional and national importance.

Significant improvement in contacts between constituents and elected officials are anticipated as a result of an assessment which will be jointly conducted by NDI and National Council members in the regions. Based on these assessments follow-up training and technical assistance will be provided to National Councilors and regional Council members. It is anticipated that NDI training to parliamentary committee members, staff and regional councilors will result in a closer engagement between civil society and elected officials.

While significant progress has been made, considerable work is still required before Parliament is able to fully fulfill its constitutional role. Now that basic training has been provided and the development of new procedures have in large part been accomplished, more advanced and in-depth skills development is needed. In particular more assistance needs to be directed at the National Council whose membership and organizational capacity is not yet on par with the

National Assembly. Further, while the quality and quantity of media coverage of Parliamentary events and legislative issues have improved, progress has been slower than anticipated due to difficulties within the industry, especially financial, which has prevented more in-depth and regular treatment of legislative matters.

On the other side of the SO's equation, the input of civil society organizations to lawmakers, NGOs largely remain fragile, with poorly organized constituencies, often heavily dependent upon the work of one or two key leaders, with many overly dependent on donor funding. A longer term engagement with key NGOs will be required to broaden the leadership base and enable their constituencies to conduct the kinds of campaigns that can better influence legislation and government policy.

OBJECTIVE: S.O. #4:		Increased Accountability of Parliament to All Namibian citizens		
APPROVED: 06/05/96		COUNTRY/ORGANIZATION: USAID Namibia		
RESULT NAME:		Increased Accountability of Parliament to All Namibian citizens.		
INDICATOR: #1 (SO level).		The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups.		
UNIT OF MEASURE: Index indicator (See PMP). SOURCE: Bill analysis, Review of Parliament official documents. Key informant interviews. INDICATOR DESCRIPTION: Established criteria - The indicator has been revised to more accurately capture progress in incorporating citizen input into all facets of the legislative process. Ratings are based on the level of citizen input as follows: 1 = no representativeness 2 = limited representativeness 3 = some representativeness, not institutionalized 4 = full representativeness The benchmark for each component is more fully described on following page. COMMENTS: SEE FOLLOWING PAGE	YEAR		PLANNED	ACTUAL
	1996	Citizen input into review of legislation		1
		Citizen input into formulation of legislation		1
		Responsive and deliberative budget process		1
		Responsive and deliberative committee review		1
		Influence of backbenchers		1
		TOTAL INDEX VALUE*		5
	1997	Citizen input into review of legislation		1
		Citizen input into formulation of legislation		1
		Responsive and deliberative budget process		2

		Responsive and deliberative committee review		2
		Influence of backbenchers		2
		TOTAL INDEX VALUE*		8
	1998	Citizen input into review of legislation	2	2
		Citizen input into formulation of legislation	2	2
		Responsive and deliberative budget process	2	2
		Responsive and deliberative committee review	3	3
		Influence of backbenchers	3	3
		TOTAL INDEX VALUE*	12	12
	1999	Citizen input into review of legislation	3	
		Citizen input into formulation of legislation	2	
		Responsive and deliberative budget process	3	
		Responsive and deliberative committee review	3	
		Influence of backbenchers	3	
		TOTAL INDEX VALUE*	14	
	2000	Citizen input into review of legislation	3	
		Citizen input into formulation of legislation	3	
		Responsive and deliberative budget process	3	
		Responsive and deliberative committee review	4	
		Influence of backbenchers	3	
		TOTAL INDEX VALUE*	16	

*The total possible value of the overall Index Value is 20

Benchmarks for SO level Indicator #1

Citizen input of citizens into review of legislation			
1. Legislation made, debated and passed with no input from the public.	2. Public input is occasionally solicited, but results in little fundamental change.	3. Public input is solicited on controversial or key public interest bills. Results in amendments/rejections to legislation.	4. Public input is regularly solicited and results in amendments/rejections to legislation.
Citizen input into formulation of legislation			
1. Legislation originates from Cabinet but no solicitation of public view on policy or draft.	2. Legislation originates from Cabinet with public input on policy or draft bill.	3. Legislation initiated by private members based on constituency input.	4. Regular constituency outreach and hearings results in private members bills and regional legislation (through 2nd house).
Responsive and deliberative budget process			
1. Budget introduced and passed with little debate and no public input.	2. Budget introduced, some debate and amendments from MPs, but no public input.	3. Committee review of budget, with public consultations, but little impact.	4. Committee review of budget and active public debate results in budget revisions and scrutiny of executive expenditure.
Responsive and deliberative committee review			
1. No committee review of legislation and government policy.	2. Committee review of key legislation, but not systematized. Little impact on final legislation. No committee review of government policy.	3. Committees review legislation and have some influence on the process. Public hearings are occasionally conducted. Limited review and oversight of government policy.	4. Committees review all legislation and propose amendments/recommendations that are actively considered by both Houses. Committees conduct regular public hearings. Committees review and debate government policy.
Influence of backbenchers			
1. No debate by backbencher MPs in the National Assembly.	2. Some debate by backbencher MPs, but not informed by research or public input. Little impact on final legislation.	3. Backbenchers regularly debate and are informed by research or public input, but does not result in amendments or changes.	4. Backbenchers regularly debate and are informed by research or public input. Give view independent of party line. Results in amendments or changes.

COMMENTS (SO level Indicator #1):

While there are areas of concern regarding the Namibian political environment, the democratic transition remains on course with continuing consolidation in a number of important areas. Parliament continues to strengthen as an institution which is assuming full responsibility for critical institutional maintenance tasks and as a legislature which is beginning to provide greater oversight of the executive and opportunities for citizen participation in the legislative process. Civil society is beginning to institutionalize its engagement with the legislative process and, on occasion, is playing a key role in the development of public policy.

The USAID-supported program has meant that Parliament is assuming full responsibility for

critical institutional maintenance tasks. Clerks at the National Council are now producing their own minutes, order papers and other official documents. Parliament's Office of Common Services is independently producing attractive and informative public outreach materials. Within the foreseeable future Parliament will assume full responsibility for the day to day operation and maintenance of its computerized information systems. The staff of Parliament organized the conference of the International Parliamentary Union - the largest international conference ever held in Namibia.

Assistant Liaison Officer, Theo Ben Mujoro is now able to give a guided tour of Parliament to visitors. For the second year running a stall was staffed at the week-long Windhoek Show. The quarterly publication "What's On At Parliament" (to be renamed The Debate in 1999) and the e-mailed newsletter "This Week at Parliament" continue to be produced.

The commitment of Parliament to more directly represent the interests of citizens is further indicated by several developments over the past year. The leadership of the National Assembly has supported increased activity by committees and provided funding for public hearings. A number of senior parliamentary staffers participated in USAID-supported workshops to increase lobbying of Parliament by civil society. The Vice Chairman of the National Council and the Deputy Speaker of the National Assembly used the workshops as an opportunity to appeal to leaders in civil society to fully participate in the legislative process. The bipartisan interest by MPs who play leadership roles with the Economics and Public Accounts committees in the reform of the budget process will likely lead to changes which will further institutionalize public input into the budgetary process and strengthen parliamentary oversight.

OBJECTIVE: Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME: Increased Accountability of Parliament to All Namibian citizens.			
INDICATOR: #2 (SO level). Number of issues on which public hearings, including committee hearings, are held.			
UNIT OF MEASURE: # of issues. SOURCE: Committee reports and schedules. NDI Project reports, NDI media analysis. INDICATOR DESCRIPTION: # of issues on which hearings are held. COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994		
	1995		
	1996	5	2
	1997	7	7
	1998	10	14
	1999	25	
	2000		

COMMENTS (SO LEVEL INDICATOR #2):

Public hearings were held on the following issues: the Legal Practitioners Bill, sale of liquor Bill, Namibia Water Corporation, Council of Traditional Leaders Bill, Petroleum Exploration Bill, Long and Short-term Insurance Bill, Wildlife Resorts Bill, Second Income-tax Bill, implications of crime on the economy, National Reinsurance Bill, ratification of the SADC protocol, African Caribbean Pact (ACP), EU Lome convention relations, and the Reform of the Labor Code.

Led by the Standing Committee on Economics, Committees of the National Assembly have become more active and more sophisticated in conducting their committee business. A number of important public hearings were conducted by National Assembly committees and several committees are developing good working relationships with the Ministries within their area of jurisdiction. In addition to the overall increase in committee activity, the Standing Committee on Economics is setting a positive example in reaching out to encourage citizen participation in the legislative process by working closely with the media to encourage broader in depth

coverage thereby conducting well published hearings on issues of widespread concern such as the cost of crime to the Namibian economy and the need for reform of the Namibian labor law.

Despite these significant achievements, of concern is that hearings were not held on a number of other issues which could have benefitted from legislative hearings. In addition the Parliamentary leadership, while generally supportive of committee activity, has not consistently honored committee requests to permit full committee consideration. Following hearings on the National Reinsurance Corporation bill and a stormy debate of the measure on the floor of the National Assembly, the Economics Committee asked that the bill be referred back to the committee for further committee consideration. The Speaker declined to refer the bill back to the committee.

The Chairman of the Economics Committee, Hon. Bernhardt Esau, has participated in a number of USAID funded NDI activities including a study mission to study the committee system in South Africa and as an election observer in Ghana. In addition, the committee clerk, Mr Willem Isaacs, participated in an NDI staff attachment in which he served with the Connecticut State Legislature for seven weeks in 1997. Willem attributes his understanding of the functioning of committees to his participation in the staff attachment and in other USAID funded training programs. He enjoys the confidence of not only the committee chairperson but also committee members from all political parties and gives them procedural advice as well as responding to their research needs.

OBJECTIVE: S.O. #4: Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia			
RESULT NAME: IR 4.1: Increased opportunities for citizen participation in the legislative process.			
INDICATOR: #2 (for IR 4.1) Number of standing and ad hoc committees that facilitate citizen input or hold public hearings.			
UNIT OF MEASURE: # of committees SOURCE: DG INDICATOR DESCRIPTION: # of committees involving Parliamentarians that facilitate citizen input COMMENTS: See COMMENTS below.	YEAR	PLANNED	ACTUAL
	1993	0	0
	1994		
	1995		
	1996	3	2
	1997	5	2
	1998	7	6
	1999	15	
	2000		

COMMENTS (IR 4.1 INDICATOR #2):

Established committees meeting criteria for facilitating public input are: Economics, Human Resources, Natural Resources, Government Affairs, Public Accounts and Women's Caucus (Also see comment under SO level Indicator 2).

The Committee on Human Resources visited old age homes in the Khomas Region to discuss conditions in the facilities and pension concerns with the elderly.

In consultation with NDI, NANGOF convened a working group of five Namibian environmental and conservation NGOs to develop coordinated requests to the National Assembly's Committee on Natural Resources for committee action on issues of priority concern to the environmental community. Committee chairperson, Hon. Andries Mouton supports this initiative and plans a series of roundtables to further strengthen the initiative. Similarly, in the light of decentralization, the Public Accounts Committee is planning regional visits as part of the Committee's oversight role.

OBJECTIVE: S.O. #4: Increased Accountability of Parliament to All Namibian citizens			
APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia .			
RESULT NAME: IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora.			
INDICATOR: #1 (for IR 4.3) Percentage of bills of public interest that receive public comment.			
UNIT OF MEASURE: % of the total number (Annual). SOURCE: Interviews with committee staff and an analysis of newspaper accounts of parliamentary consideration of legislation. INDICATOR DESCRIPTION: Bills of public interest (as opposed to procedural and technical bills) in which public input is made directly to parliament. COMMENTS:	YEAR	PLANNED	ACTUAL
	1994		
	1995		
	1996	10%	21%
	1997	25%	42%
	1998	35%	97%
	1999	50%	
	2000		

COMMENTS (IR 4.3 INDICATOR #1):

Thirty-two Bills received comment out of the 33 Bills of public interest tabled. These are listed separately in the attached Table.

Indicator Table 1 (IR 4.3 Indicator #1):

BILLS TABLED IN THE NATIONAL ASSEMBLY DURING THE PERIOD SEPTEMBER 30, 1997 - SEPTEMBER 30, 1998.

Bill Name	Date Tabled in National Assembly	Input From Public	Ministry that Introduced the Bill	Bill Summary Produced
Banking Institutions Bill	Oct-97	Y	MOF	Y
Bank of Namibia Bill	Oct-97	Y	MOF	
Hospitals and Health Facilities Amendment Bill	Nov-97	Y	MHSS	Y
Road Traffic Second Amendment Bill	Nov-97	Y	MWTC	
Namibian Transport Advisory Board Amendment Bill	Mar-98	Y	MWTC	Y
Additional Appropriations Bill	Nov-97	Y	MOF	
Local Authorities Second Amendment Bill	Nov-97	Y	MRLGH	
Customs and Excise Bill	Mar-98		MOF	Y
Social and Social Auxiliary Workers Professions Amendment Bill	Mar-98	Y	MHSS	
Medical and Dental Professions' Amendment Bill	Mar-98	Y	MHSS	
Pharmacy Profession Amendment Bill	Mar-98	Y	MHSS	
Nursing Professions Amendment Bill	Mar-98	Y	MHSS	
Allied Health Services Professions Amendment	Mar-98	Y	MHSS	
Namibia National Reinsurance Corporation Bill	Apr-98	Y	MOF	Y
Prisons Bill	Mar-98	Y	MPCS	Y
Security Enterprises and Security Officers Bill	Mar-98	Y	MHA	Y
Walvis Bay and Off-Shore Islands Amendment Bill	Mar-98	Y	MRLGH	
Appropriation Bill	Mar-98	Y	MOF	Y
Second hand Goods Bill	Apr-98	Y	MHA	
Racial Discrimination Prohibition Amendment Bill	Jun-98	Y	AG	
Airports Company Bill	Jun-98	Y	MWTC	Y
Sales Tax Amendment Bill	Apr-98	Y	MOF	
Income Tax Amendment Bill	Apr-98	Y	MOF	
Additional Sales Levy Amendment Bill	Apr-98	Y	MOF	
National Transport Services Holding Company Bill	Jun-98	Y	MWTC	Y

Affirmative Action (Employment) Bill	Jun-98	Y	MOL	Y
Aviation Amendment Bill	Jul-98	Y	MWTC	Y
Townships and Division of Land Amendment Bill	Jul-98	Y	MRLGH	
Petroleum (Exploration and Production) Amendment Bill	Jul-98	Y	MOME	Y
Town and Regional planners Amendment Bill	Sep-98	Y	MRLGH	
Air Services Amendment Bill	Sep-98	Y	MWTC	Y
Public Service Amendment Bill	Sep-98	Y	OPM	
Electoral Amendment Bill	Sep-98	Y	MOJ	Y

OBJECTIVE: S.O. #4: Increased Accountability of Parliament to All Namibian citizens.			
APPROVED: 06/05/96 COUNTRY/ORGANIZATION: USAID Namibia .			
RESULT NAME: IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora.			
INDICATOR: # 3 (for IR 4.3) Number of campaigns/efforts by NGOs and interest groups to influence pending policy or legislation .			
UNIT OF MEASURE: # of campaigns (annual). SOURCE: NGO and interest group surveys, bill analysis, semi annual joint SO team review. INDICATOR DESCRIPTION: Campaigns by NGOs and interest groups to influence pending legislation through petitions, providing documentation to MPs, and/or providing testimony. COMMENTS: See COMMENTS below.	YEAR	PLAN NED	ACTUAL
	1993	0	0
	1994		
	1995		
	1996	5	10
	1997	10	12
	1998	15	13
	1999	15	
	2000		

COMMENTS (IR 4.3 INDICATOR #3):

Civil society is beginning to institutionalize its engagement with the legislative process and, on occasion, is playing a key role in the development of public policy. Campaigns which sought to influence pending legislation included the following: recycling, the war in the DROC, the President's third term, land reform, abortion, Women in Business, the Epupa dam, child maintenance, the Reinsurance Bill, Labor Code reform, illegal fencing and ethics.

Public advocacy does not yet occupy center stage in the public life of Namibia but there has been noticeable progress in the direction of focussed and sustained advocacy efforts. NANGOF initiated and co-sponsored with NDI a workshop for NGOs on lobbying Parliament in which the leadership of Parliament and a wide cross section of Namibian civil society discussed the legislative process and the role of civil society. Similarly, the Budget Awareness Project jointly conducted by NDI and the Namibia Chamber of Commerce and Industry (NCCI) has given focus to widespread support for reform of the national budget making process which has built consensus among MPs for the need for reform.

For the first time the Namibian Society for Human Rights and NANGOF (Namibian NGO Forum) issued a joint statement condemning Namibia's role in The Democratic Republic of Congo. They were able to put aside their former differences to collaborate on something of common concern.

Although there has been an increase in the number of campaigns and comments from the public these do not always result in change. Activities begun are not always concluded, leading to frustration and wasted effort. The Churches and Trade Unions have been fairly quiet on broader social issues and coalition-building needs to be strengthened. There is still no Namibian chapter of MISA (Media Institute of South Africa) and media coverage of advocacy issues remains somewhat wooden, particularly on television. The planning and strategising of many NGOs and other organizations is still weak. The child maintenance campaign, for example, raised public consciousness about the problem but has not yet led to legislative reform.

In attempting to judge the impact of advocacy efforts, it is important to keep in mind that the success in an advocacy campaign may not come when a bill is passed or defeated. Often in the face of organized opposition and public outcry, a proposed bill is simply withdrawn. In Namibia, this occurred with an abortion bill, a bill regarding retirement benefits to MPs and a bill to have the President appoint regional Governors.

ANNEX A.
R4 SUPPLEMENTAL INFORMATION ANNEXES:
ENVIRONMENTAL COMPLIANCE PLAN

Copies of the IEE documents for USAID Namibia's four Strategic Objectives are attached. Three of the four SOs (S.O. #1; S.O. #2 and S.O. #4) have Categorical Exclusions while S.O. #3 has a multiple determination. S.O. #3 has two components, Environmental Bridge Funding (673-0010) and LIFE Program II (673-0012).

The S.O. #1 program have an approved Categorical Exclusion in accordance with 22 CFR 216.2(c)2(i) and (iii) and CFR 216.2(c)1(i). (**AID/W File No: 27Namib1.iee**).

The Basic Education Support program I and II activities are technical assistance, monitoring and evaluation as well as teacher training programs and will not adversely affect the environment. A Categorical Exclusion has been approved for technical assistance, capacity-building and performance monitoring activities pursuant to 22 CFR 216.2(c)1(i) and 216.2(c)2(i), (iii) and (v) (**AID/W File No: 28Namib3.iee**).

The S.O. #3 program has a multiple determination (**AID/W File No: 28Namib2.iee**):

- a) A Categorical Exclusion has been approved for Program supported technical assistance, capacity building (training and institutional strengthening), and performance monitoring activities that have no physical interventions and no direct effects on the environment pursuant to 22 CFR 216.2(c)1(i) and 216.2(c)2(i), (iii) and (v).
- b) A Negative Determination with conditions has been approved for all other activities involving environmental and wildlife enhancement activities, creation and development of income-generating enterprises pursuant to Section 216.3(a)(1) and (2) of the Agency's Environmental procedures, 22 CFR 216.

The S.O. #4 program has an approved Categorical Exclusion in accordance with 22 CFR 216.2(c)2(i) and per 22 CFR 216.2(c)2(xiv) (**AID/W File No: 28Namib1.iee**).

All current activities are in compliance with approved IEEs. The Mission Environmental Officer will monitor the development of activity under all four SOs to ensure environmental compliance.

Annex A. Table 1. USAID Namibia environmental Review Status, Plans and Schedule

ASSISTANCE ACTIVITIES	FY 98 and previous	FY 99	Comments
<i>S.O. #1: Enhanced Roles for Historically Disadvantaged Namibian in Key public sector NGO and private sector organizations.</i>			
SOAG No: 1-673-S001 LOP: FY00 FILE No: 27Namib1.iee	First IEE (Categorical Exclusion) amended '97.	S.O. #1 IEE covers RP and SOAG activities. New RP in progress.	New RP is being developed and IEE will be amended if needed.
<i>S.O. #2: Improved Delivery of Quality Primary Education for Namibian learners in grades 1-4 in the most disadvantaged schools</i>			
SOAG No: 673-S002 LOP: FY004 FILE No: 28Namib3.iee	94 IEE amended 98. Cat Ex for all activities.	No action, unless new activities added.	MEO will monitor activities under this RP to monitor environmental compliance.
<i>S.O. #3: Increased Benefits to Historically Disadvantaged Namibians from local Management of Natural Resources.</i>			
SOAG No: 673-S003: RP: LIFE I & II LOP: FY200 & 004 FILE No: 28Namib2.iee	93 IEE amended 95 and 98. Cat Ex, Neg Det with screening/ review	SO IEE to cover all SOAG funds. Some activities carry over into new RP.	Follow Environmental screening and review procedures. Any continuing activities become part of the new SO RP currently under development.
SOAG No: 673-S003 RP: Environmental Bridge Funding LOP: FY002 FILE No: 28Namib2.iee	98 Cat Ex for all activities.	No action, unless new activities added.	MEO will monitor activities to ensure environmental compliance.
<i>S.O. #4: Increased Accountability of Parliament to all Namibian Citizens</i>			
Consolidation of Democracy LOP: FY02 FILE No: 28Namib1.iee	95 IEE amended 98. Cat Ex for all activities.	No action, unless new activities added.	MEO will monitor activities under this RP to ensure environmental compliance.

ANNEX B.
R4 SUPPLEMENTAL INFORMATION ANNEX
STATUS OF THE USAID NAMIBIA PERFORMANCE MONITORING PLAN

USAID Namibia submitted its CSP and draft PMP in January 1996 under the new ADS guidance. The CSP and draft PMP was reviewed during the Namibia program week held February 13 - 16, 1996 as a five-year strategy within a ten year graduation framework. Based on agreements reached at the strategy review, Washington approved, in May 1996, USAID Namibia's five year Country Strategic Plan (1996 - 2000) based on four approved Strategic Objectives. The draft PMP was finalized and submitted in November 1996. Subsequent revisions of the PMP is reflected in the FY 1999 and FY 2000 R4's.

The guidance 98 STATE 12958 requires Missions to revise their approved PMP with the aim of reducing the cost and burden of performance reporting by eliminating indicators that are not directly useful in assessing progress in meeting objectives, making implementation decisions, or meeting specific agency reporting requirements. USAID Namibia is revising its PMP as part of the ongoing program assessments and planning for the CSP submission for the period 2001-2005, which will outline the final graduation Strategy for the Namibia Mission.

The present status of the Namibia PMP is outlined below.

PMP status for Strategic Objective #1:

Enhanced roles for historically disadvantaged Namibians in key public sector, NGO and private sector organizations.

The SO Team is in the process of assessing the strategic direction of the SO in preparation for the new CSP and the design of a follow-on RP. A new monitoring framework that reflects the second stage targets will be designed as part of the process and submitted as part of the CSP (2001 -2005) submission.

Annex B. Table 1 below details the status of the monitoring framework for S.O. #1.

PMP status for Strategic Objective #2:

Improved Delivery of Quality Primary Education to Namibian learners in grade 1 - 4 in the most disadvantaged schools.

A new results framework for S.O. #2 has been developed. See Annex C. Changes include two new IRs being added to the RF. The Mission is developing a new monitoring framework which will include indicators with which to manage and report results for the new IRs as well as SO level targets to be submitted as part of the final graduation strategy.

Annex B. Table 2 below details the status and changes in the monitoring framework for S.O. #2.

PMP status for Strategic Objective #3:

Increased Benefits to Historically Disadvantaged Namibians from Sustainable Local Management of Natural Resources.

The SO Team is in an advanced stage of preparation for the implementation of the second phase activities under this SO. A new revised RF and monitoring framework has been developed. See Annex D. The new framework includes new targets for the final graduation strategy.

Annex B. Table 3 below details the status and changes in the monitoring framework for S.O. #3.

PMP changes for Strategic Objective #4:

Increased Accountability of Parliament to All Namibian Citizens.

Annex B. Table 4 below details the status and changes in the monitoring framework for S.O. #4.

Annex B. Table 1. Monitoring framework for Strategic Objective #1.

R4 2000 Indicators	Status	Proposed R4 2001 Indicators	Reasons for change
SO Level Indicators			
Indicator #1: Number of USAID trained HDNs assuming increased responsibilities.	Maintained		
Indicator #2: Target organizations internally producing enhanced roles for HDNs.	Maintained		
<i>Indicators for IR 1.1: Increased number of historically disadvantaged Namibians acquiring enhanced managerial and technical skills and knowledge</i>			
Indicator #1: Number of USAID trained HDNs completing long-term training who acquire advanced managerial and technical skills.	Maintained		
Indicator #2: Target number of women acquiring skills in non-traditional areas.	Maintained		
<i>Indicators for IR 1.2: Improved access for trained historically disadvantaged Namibians to technical, managerial and leadership positions</i>			
Indicator #1: Targeted public sector units and private sector organizations with HRD systems that support staff development plans, career counselling and training opportunities for HDNs.	Maintained		
Indicator #2: Number of public sector units and private sector organizations with personnel systems that support HDN professional development.	Maintained		
Indicator #3: Amount of training provided with USAID funds in organizational transformation and improved personnel management.	Maintained		
Indicator #4: Targeted sustainable NGOs contributing toward professional development of HDNs.	Maintained		

Annex B. Table 2. Monitoring framework for Strategic Objective #2.

R4 2000 Indicators	Status	Proposed R4 2001 Indicators	Reasons for change
SO Level Indicators			
Indicator #1: Institutional capacity at the national level (MBEC) to develop and manage instructional inputs and services.	Maintained	Targets refined	
Indicator #2: % of classrooms in target schools meeting established criteria for improved quality education inputs and services.	Maintained		
<i>Indicators for IR 2.1: Improved quality of primary school teachers in the target and selected classrooms.</i>			
Indicator #1: % of teachers in grades 1-3 trained in use of new curriculum, learner-centered instruction, and continuous assessment in target classrooms.	Maintained		
Indicator #2: Teacher training modules operationalized and implemented.	Maintained		
<i>Indicators for IR 2.2: New, improved lower primary curriculum developed.</i>			
Indicator #1: Curriculum syllabi developed.	Maintained		
Indicator #2: # of grade subject-language curriculum materials developed for grade 1-4.	Maintained		
Indicator #3: # of trained Namibians acquiring skills to sustain and manage instructional improvement activities.	Maintained		
<i>Indicators for IR 2.3: New M&E system in place and operational.</i>			
Indicator #1: An effective M&E system to monitor the lower primary reform, established and operational.	Maintained		

Annex B. Table 3. Monitoring framework for Strategic Objective #3.

R4 2000 Indicators	Status	Proposed R4 2001 Indicators	Reasons for change
SO Level Indicators			
Indicator #1: Community income (gross) from program-supported natural resource management activities.	Changed	Indicator #1: Gross income earned by registered conservancies.	Targets refined. Emphasis will be on assisting conservancies to maximize income rather than on activities outside conservancies.
Indicator #2: Number of individuals in target communities that benefit from program supported NRM activities.	Changed	Indicator #2: Number of individuals in registered conservancies that benefit from program supported NRM activities.	Targets refined. Conservancy registration is by individuals; therefore these data are more accurate.
Indicator #3: Hectares of communal land under local management.	Changed	Indicator #3: Number of hectares of land of all registered conservancies.	Targets refined. More explicit wording.
Indicator #4: Number of conservancies created.	Changed	Indicator #4: Number of Conservancies gazetted.	Targets refined. More explicit wording.
	New	Indicator #5: Number of partnerships formed between conservancies and private sector businesses.	This is the emphasis in LIFE II and needs to be monitored carefully.
Indicators for IR 3.1: Improved policy and legislative environment for local control of natural resource management.			
Indicator #1: National policies, legislation and regulations adopted that promote environmentally sustainable resource management practices.	Maintained		Targets refined.
Indicator #2: Number of USAID-funded activities that have assisted Namibian organizations to establish legal, regulatory and policy frameworks supportive of CBNRM.	Deleted		too much detail to report; number of activities not relevant to number of policies/legislation passed.
	New	Indicator #3: Number of interministerial agreements that promote collaboration in support of conservancy use of a broad range of natural resources.	This interim strategy, in lieu of formal legislation, may prove to be the most effective.
Indicators for IR 3.2: Conservancies are established, self financing and well-managed.			

R4 2000 Indicators	Status	Proposed R4 2001 Indicators	Reasons for change
Indicator #1: Number of Namibian organizations strengthened to sustainably assist communities in the establishment of sustainable CBNRM enterprises and management enterprises.	Moved		Becomes Indicator #1 for IR 3.3
Indicator #2: Number of Namibian men and women participating in officially recognized management bodies which assume responsibility for management of natural resources.	Maintained		Targets refined. Although this is an activity level indicator, it is important to capture women in decision making.
Indicator #3: Number of program-supported activities that produce positive net economic benefits to resource users in target areas.	Deleted		Too much detail. Results are captured in the SO-level indicators (Indicator #1).
	New	Indicator #4: Numbers of conservancies effectively managed as measured by the CMP (Conservancy Management Profile).	Key result for sustainability.
<i>Indicators for IR 3.3: Namibian capacity built to support an integrated national CBNRM program.</i>			
Indicator #1: Progress towards implementation of a national CBNRM Program.	Deleted		Dropped during the design of the new IR.
Indicator #2: Number of Namibian organizations strengthened to sustainably assist communities in the establishment of sustainable CBNRM enterprises and management enterprises.	Moved from IR 3.1 and revised.	Indicator #2: Key organizations are strengthened to develop and implement the National CBNRM Program as measured by the ID	Key results for sustainability. Was Indicator 2 for IR 3.1, now Indicator #2 for IR 3.3.

Annex B. Table 4. Monitoring framework for Strategic Objective #4.

R4 2000 Indicators	Status	Proposed R4 2001 Indicators	Reasons for change
SO Level Indicators			
Indicator #1: The extent to which the legislative process meets established criteria for representing the concerns of different citizen groups.	Definition changed	Indicator remained the SAME, Only the definition of the indicator has been changed from a compound matrix indicator to a qualitative matrix. See R4 Part 2.	Greater clarity.
Indicator #2: Number of issues on which public hearings, including committee hearings, are held.	Maintained		
Indicator #3: Number of media reports reflecting interaction of parliamentarians with the press on substantive issues.	Maintained		
Indicator #4: Number of open, public debates by party candidates in national and regional election campaigns.	Deleted		Election components have been deleted from S.O. #4 in line with Washington guidance 98 STATE 144058.

<i>Indicators for IR 4.1: Increased opportunities for citizen participation in the legislative process</i>			
Indicator #1: The adoption and maintenance of parliamentary procedures that facilitate citizen input.	Maintained		
Indicator #2: Number of standing and ad hoc committees that facilitate citizen input or hold public hearings.	Maintained		
Indicator #3: Number backbencher MPs who participate in formal town/ village meetings to engage in public outreach.	Maintained		

<i>Indicators for IR 4.2: Increased use by parliamentarians of enhanced skills as legislators and representatives of citizens</i>			
Indicator #1: Backbencher MPs use citizen input in debating legislation.	Maintained		
Indicator #2: Percentage of MPs who report regularly utilizing staff resources.	Maintained		
Indicator #3: Number of visits and requests to library and research services.	Deleted		The indicator failed to yield useful management information. Activity level.
<i>Indicators for IR 4.3: Increased public advocacy by NGOs and Civic Groups in national and/or media fora</i>			
Indicator #1: Percentage of bills of public interest that receive public comment.	Maintained		
Indicator #2: Number of umbrella/federation groups/coalitions of NGOs formed/strengthened around specific sectors or issues.	Changed.	Indicator #2: Number of coalition NGOs/CSOs mobilized around specific sectors or issues. Same data.	More explicit wording
Indicator #3: Number of campaigns/efforts by NGOs and interest groups to influence pending policy or legislation.	Maintained		

ANNEX C.

R4 SUPPLEMENTAL INFORMATION ANNEX **CHANGES IN THE STRATEGIC OBJECTIVE #2 RESULTS FRAMEWORK**

The design of the follow-on activities in basic education, based on the 1998 assessment of the BES-1 RP focussed on continued assistance to the MBEC with its primary education reform program toward *improved delivery of quality primary education for Namibian learners in grades 1-4 in the most disadvantaged schools*. The approved S.O. #2 statement remains unchanged. Under BES I the Results and targets established for IR 2.1 and 2.2 will have all been achieved by the end of CY 2003 and will be reported on in the USAID Namibia R4 prepared for submission in March 2000. Two new IR's and a shift in IR 2a from a result outside the Mission's manageable interest to IR 2.3 inside the Mission's manageable interest has been approved per 98 STATE 163822. Additional indicators that reflect the higher-order achievements anticipated under the next generation of activities are under design and will be detailed in the new FY 2001 - 2002 CSP and FY 2002 R4. These include: an improvement in primary school achievement test scores for reading and math in the target regions; a decrease in primary school repetition rates in the target regions; and an increase in per student expenditures -- reflecting contributions of communities and/or families as well as GRN -- for instructional materials in the target regions.

The first three intermediate results will be achieved through activities undertaken as part of BES I. The additional intermediate results and sub-IRs to be achieved through follow-on activities in basic education are:

- IR 2.4: improved instructional support systems
 - Sub-IR 2.4.1: Effective teaching practices
 - Sub-IR 2.4.2: Learner centered relevant curriculum utilized
 - Sub-IR 2.4.3: Pupil learning assessed
- IR 2.5: improved school support and management systems.
 - Sub-IR 2.5.1: School, circuit, regional management improved;
 - Sub-IR 2.5.2: Increased community support for school improvement.

A graphic representation of the changes in the S.O. #2 Results Framework is found below as Annex C Figure 1 and Figure 2.

The new follow-on activities in basic education will support the achievement of results and will continue to focus in the four educational regions (six sosio-political regions) in which the BES I RP has operated: Katima Mulilo (Caprivi), Rundu (Okavango), Ondangwa East (Ohangwena, Oshikoto), and Ondangwa West (Omusati, Oshana). Primary customers will be the 175,000 households in those regions, of which 50 percent are women-headed and virtually all are very

poor, black, and historically disadvantaged; the teachers, principals, and staff of about 725 lower primary schools in those regions; and the circuit, regional, and national MBEC professionals who guide and support them. Primary beneficiaries are the approximately 180,000 learners (50.8 percent female) in grades 1-4 who come from those households. These customer segments comprise approximately 60 percent of the total population of Namibia, and the lower primary learners represent 73 percent of total primary school enrollment.

It is anticipated that USAID will provide US\$14.220 million and the GRN will contribute an equivalent of US\$4.3 million in kind for a new RP (BES II) to implement activities to improve quality primary education for these customers over the period FY 1998 through FY 2004.

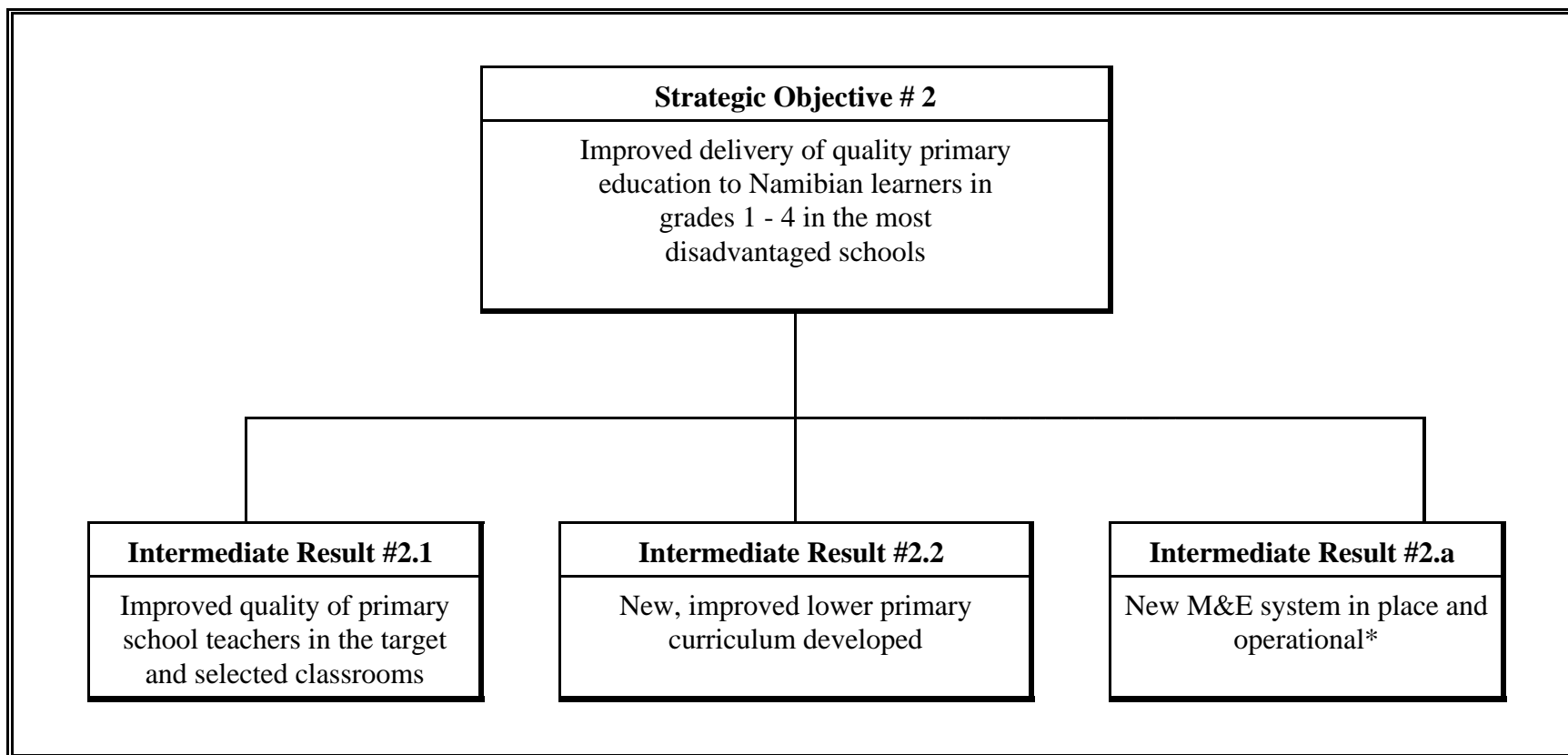
USAID plans to finance:

- a competitively awarded US\$9.5 million contract with a U.S. institution (or group of institutions working with one prime contractor) for long- and short-term expatriate and Namibian technical assistance (TA) to the MBEC and regions; in-country, third country, and U.S. short-term academic and non-academic training for GRN and private intermediaries; limited commodities and equipment; and administration of a small incentive grants fund to stimulate community participation among school boards and school communities in the target regions;
- continued direct USAID program management, including a US Personal Services Contract (USPSC) S.O. #2 Team Leader, two Foreign National (FSN) PSCs, and operating costs as well as periodic visits by USAID/Washington education specialists; and
- USAID-direct assistance for broader programmatic and cross-cutting evaluations, assessment, and studies (EASD) over the life-of-the-plan. This category will include funding for a major mid-term evaluation, in 2002, and for "target of opportunity" short-term TA and/or studies outside of the institutional contract.

U.S. Peace Corps will continue to collaborate in achievement of the Strategic Objective through provision of volunteers to school communities through early FY 2003 and will remain a valued partner on the SO team. Additionally, long-term training and research activities under the Professional Enhancement Program (PEP) under BES I will continue under their planned conclusion in mid-FY 2002, when 29 new Namibian Master's of Education and 5 new PhDs will rejoin the labor force. The contract with IIR for TA and training, and the grant with the Rössing Foundation for M&E will be completed on time no later than December 2003, and will not be continued.

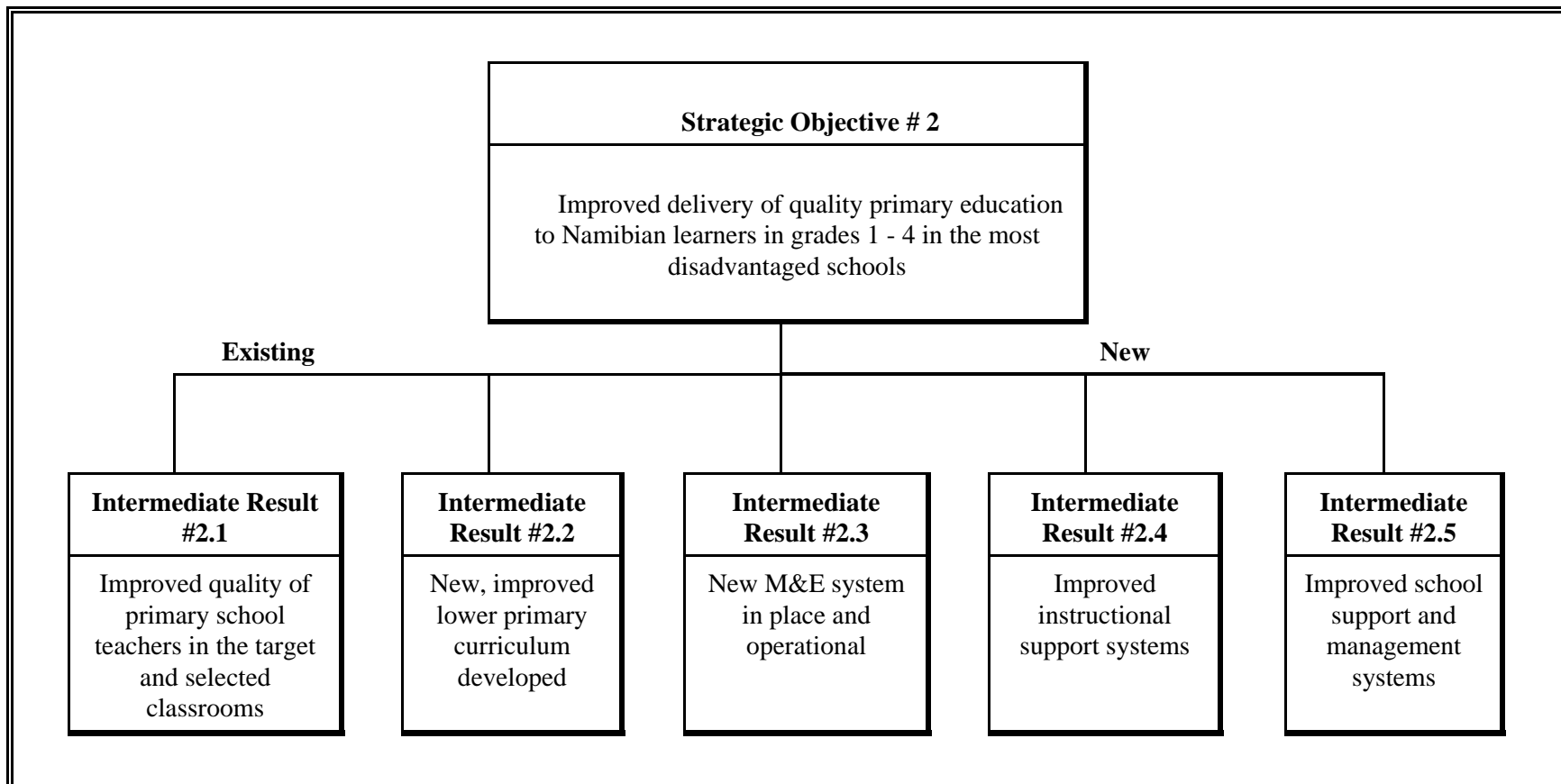
The S.O. #2 results will be pursued in two phases, a transition phase in which BES I and BES II overlap, and an achieving phase in which BES II results are being achieved. Specific indicators and targets to monitor and measure Strategic Objective performance overall will be reassessed within the enhanced S.O. #2 context in more detail in the next three months as first steps in the

transition. The transition phase will include development of an *exit strategy* (to be included in the CSP (2001 - 2005) submission), so that achievements will be sustained when USAID departs Namibia in 2005.



Annex C. Figure 2: Strategic Objective #2. Old Results Framework

* This Result is outside the Mission's manageable interest.



Annex C. Figure 2: Strategic Objective #2 New Results Framework.

ANNEX D.
R4 SUPPLEMENTAL INFORMATION ANNEX
CHANGES IN THE STRATEGIC OBJECTIVE #3 RESULTS FRAMEWORK

USAID/Namibia's Strategic Objective #3 will work to achieve “*increased benefits to historically disadvantaged Namibians (HDNs) from sustainable local management of natural resources*”. This is to be accomplished through enhancing an enabling policy environment, improving the capacity of supporting NGOs, assisting rural communities to take advantage of the opportunities offered by the conservancy legislation, helping them to put in place natural resource-based enterprises, and working to ensure that all activities are both financially viable and ecologically sustainable.

During the first five years of S.O. #3, the program focused on the creation of an appropriate operational policy environment for devolving both consumptive and non-consumptive rights to wildlife to communal area residents. As part of this process, 1) the conservancy policy and legislation were prepared and passed; 2) capacity was built up in a limited number of NGOs so they could better support communities interested in developing conservancies; and 3) communities were assisted to develop and test certain natural resource based business opportunities on a pilot basis, with the prospect that such innovations could be replicated throughout the country. The majority of activities supported during LIFE I were implemented through a single Cooperative Agreement with World Wildlife Fund and their management partners.

The overall strategy for S.O. #3 is to continue to assist the MET in their National CBNRM Programme towards “*increased benefits to historically disadvantaged Namibians from sustainable local management of natural resources.*” This SO, as stated, will remain during LIFE II. Changes to the Intermediate Results (IRs) as discussed below:

- IR 3.1: “*improved policy and legislative environment for local control of natural resource management*” will remain as is.
- IR 3.2: “*strengthened community-based natural resource management activities in target communities*” will be changed to reflect higher level results and provide more focus. The re-worded IR 3.2 will read “*conservancies are established, self-financing and well-managed*”. The emphasis on conservancies rather than CBNRM activities more actively focuses the efforts in LIFE II. The sustainability issues are addressed in the emphasis on self-financing (institutional sustainability) and well-managed (bio-diversity sustainability).
- IR 3.3: “*Namibian capacity built to support an integrated national CBNRM program*” is a new IR, but one that builds on the previous IR 3.b “community-based natural resource management implemented nationally” which was outside mission's manageable interest during LIFE I.

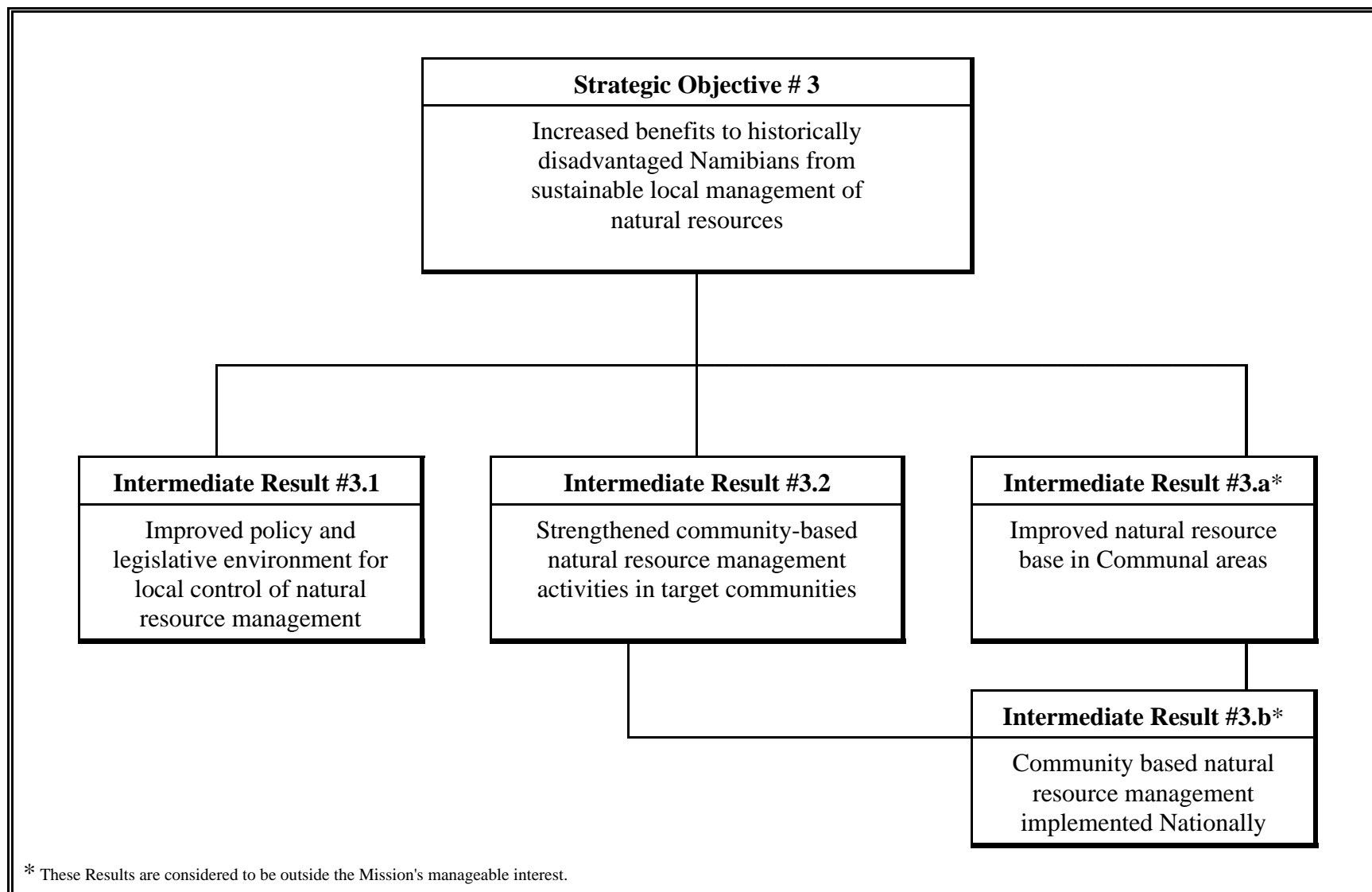
Table 1, below, provides a summary of the justification for the differences in the S.O. #3

Strategic Framework from LIFE I and LIFE II. At the end of S.O. #3, there will be a minimum number of six (6) fully viable conservancies that are economically self-sustaining. Conservancy members will be empowered to negotiate joint ventures with the private sector. They will be able to resolve conflicts as they arise and manage to successfully reach their goals. They will feel comfortable in making their voices heard in political and economic arenas.

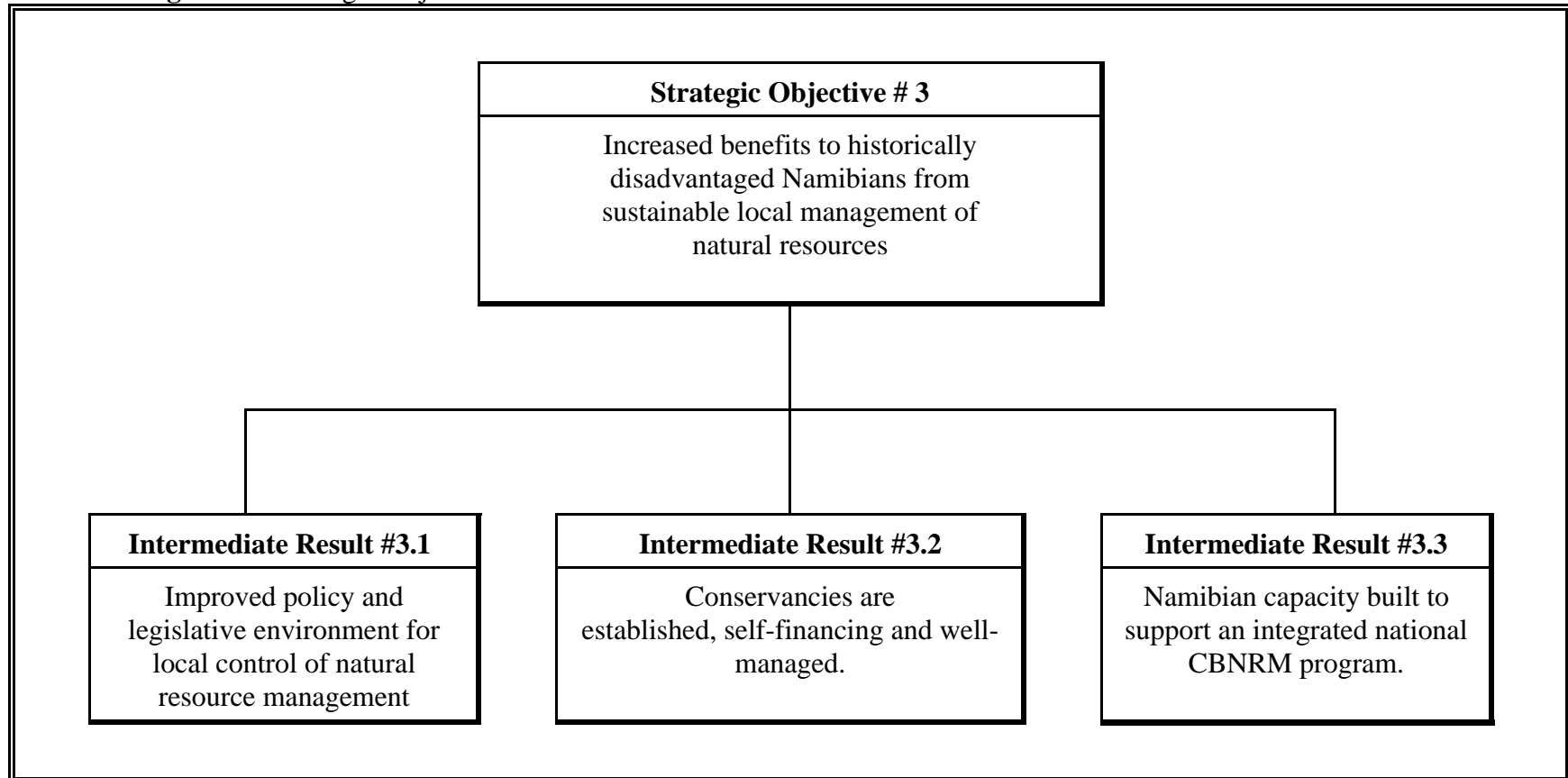
ANNEX D. Table 1: Justification for changes from LIFE I to LIFE II

LIFE I	LIFE II	Justification for changes
SO: Increased benefits to HDNs from sustainable local management of natural resources.	SO: Increased benefits to HDNs from sustainable local management of natural resources.	No change
IR 3.1: Improved policy and legislative environment for local control of natural resource management.	IR 3.1 Improved policy and legislative environment for local control of natural resource management.	No change
IR 3.2: Strengthened community-based natural resource management activities in target communities.	IR 3.2: Conservancies are established, self-financing and well-managed.	Changes in this IR reflect a higher level of results expected during LIFE II to ensure models of sustainability at the conservancy level. Investments will be made to ensure economically, ecologically, socially and institutionally viable entities.
IR 3.b: Community-based natural resource management implemented nationally. <i>(outside mission's manageable interest)</i>	IR 3.3: Namibian capacity built to support an integrated national CBNRM program.	A major emphasis in LIFE II is to establish the capacity for the National CBRNM Programme which will institutionalize the investments of USAID's initial activities. Because the sustainability of this program is critical, this IR will be brought into the mission's manageable interest.

Also, by the end of S.O. #3, there will be sufficient institutional, legal and human capacity to lead to the expansion and replication of the conservancy approach beyond the conclusion of USAID support, Sept. 30, 2004. Key supporting elements of LIFE II will be to broaden the NGO base, to expand the financial resource base available to the CBNRM program, to create linkages between different natural resource sectors, and to create the mechanisms so that other donors can engage in the CBNRM program over the next five years, and after USAID support is terminated.



Annex D. Figure 1: Strategic Objective #3. Old Results Framework.



Annex D. Figure 2: Strategic Objective #3. New Proposed Results Framework.